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TECHNICAL MANUAL
FOR THE 1996 DoD RECRUITER SURVEY
DOCUMENTATION OF THE DATA SET PREPARATION

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TECHNICAL MANUAL
FOR THE 1996 DoD RECRUITER SURVEY:
DOCUMENTATION OF THE DATA SET PREPARATION

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Related Reports

Reports produced under this contract include:

Condon, Katherine M.; Feuerberg, Gary, and Girard, Chris. *Codebook for the 1996 DoD Recruiter Survey*. (97-017).

Condon, Katherine M.; Dunlop, Burton D.; Girard, Chris; and Sundel, Martin. *1996 DoD Recruiter Survey: Profiles and Trends*. (97-019).

Condon, Katherine M. and Girard, Chris. *Analysis of the 1996 DoD Recruiter Survey Comments*. (97-020).

INTRODUCTION

This manual accompanies the analysis of the 1996 DoD Recruiter Survey (see Condon, Dunlop, Girard, and Sundel, 1998). Although the analysis trends required the use of results from DoD recruiter surveys conducted in 1989, 1991, and 1994, findings from these earlier surveys are not discussed in detail. Information on these surveys can be found in Fink, Bhala, Ghosh, Zhang, Salvucci, and Smith (1996).

The 1996 survey yielded data that could be used to analyze changes in recruiters' quality of life. Most of the items were identical to those in the 1994 survey, as well as earlier surveys in 1991 and 1989. This has allowed a trend analysis on core items of the survey to be undertaken. These core items cover quality of life, market conditions, and managerial support as these pertain to military recruiters. However, there were a significant number of new items added in the 1996 survey. These include:

- accessibility and physical attractiveness of the recruiting office to potential recruits;
- level of cooperation from high schools;
- the amount of paperwork required to get reimbursed for recruiting expenses;
- the impact of the recent increase in Special Duty Assignment Pay (SDAP);
- the effectiveness of recruiter leadership in apprising recruiters of initiatives to improve their quality of life;
- the need for an orientation program for spouses on recruiting hardships; and,
- an expanded series of questions about recruiter's perception of *change* since they began their recruiting duty.

The purpose of this manual is to describe the sample design and the methodology of the 1996 survey. This will include an explanation of response rates, the weighting methodology, the design effects, and the procedures for estimating standard errors and compiling the sampling frame.

CHAPTER 1: SAMPLING DESIGN AND SURVEY METHODOLOGY

This chapter describes the compilation of the sampling frame, the sampling methods, data collection, and the survey materials and their distribution for the 1996 survey. This chapter will also examine sample loss, and location, response and completion rates.

Drawing the Sample

Lists of current recruiters and their addresses were gathered from each of the Service Branches/Components. Some of the services were able to screen their lists for current production recruiters who had at least one year of experience. However, other services were not able to do this. These lists of recruiters by Service Branch/Components were combined to create the sampling frame from which the sample was drawn. The original population file totaled 13,897.

Sampling Design for 1996 Survey

The sample design for 1996 DoD Recruiter Survey is based on Kish's (1987) multipurpose designs. Based on items taken from the survey, we are interested in two types of estimates for any given variable: (1) the aggregate distributions for Active-Duty DoD and Reserve/National Guard recruiters, as well as for the total recruiter population; and (2) comparisons of distributions across individual service branches/components. One cannot optimize on both of these objectives. For the first objective, sampling should be proportionate to the strata size, "strata" referring to the 10 active and reserve military service branches/components. For the second objective, sample sizes are made equal regardless of strata population size.

Kish (1987) developed a compromise between the two objectives, which ensures that the standard errors of the measures for the two objectives remain reasonably small. While neither standard error is minimal, at least neither one tends to be unduly large. To solve this, Kish (1987) recommends calculating the relative sample sizes of service components based on population strata size. The second step is to "weaken" these weights by adding a factor based solely on the number of strata in the sample. The smaller strata thereby receive greater weight than their population size would allow. This factor helps when making comparisons, such as taking the difference on an item between a large service (e.g., Army, Marine Corps, Army National Guard) and a small service (e.g., Coast Guard, Air National Guard, Air Force Reserve). The exact formula for "optimal" standard errors is to make strata size proportionate to:

$$(W_h^2 + H^2)^{1/2}$$

where W_h is the strata proportionate weight and H is the number of strata (10 in this case).

The numbers in the far right column of Table 1 would have been the sample sizes drawn but for one other consideration. For sampling without replacement, a finite population correction (FPC) is always contained in the formula for the variance, but in most instances is ignored when the population is large relative to the sample. However, in the Recruiter surveys, the samples make up a large component of the populations of recruiters from which they are drawn. The Army Reserve sample, for instance, is 63 percent of its population. This sample is nearly a census! Therefore, the finite population correction is *not* trivial in this case. This is an important factor for calculating the standard errors, which never entered Kish's optimization scheme.

To calculate the FPC it is necessary to divide the sample size by the population and then subtract this fraction from one. When the sample is large relative to the population as in Recruiter strata, the FPC is far from one. If the sample size relative to the population is 0.63 as in the Army Reserve case above, the FPC is 0.37. This means that the square root is 0.61, and so the standard errors will be reduced by 39 percent when multiplied by this factor. This non-trivial factor should then be utilized when the sampling is carried out without replacement. A multiplicative factor makes the standard errors for that strata much *smaller* than they would have been without the FPC (i.e., sampling with replacement).

The next step in the Recruiter sampling design was to compute the standard error of a fixed proportion, namely 0.5 for each strata (i.e., service) and examine the consequent 95 percent confidence intervals. (See Table 2.) In calculating these standard errors, sampling without replacement is assumed. Under Kish's optimal method, the Marine Corps and Navy confidence intervals exceed 3.5 percent and the Army Reserve nearly does (see column 5). To make the reliability better for each of these strata, the total sample file underwent minor reallocations. The sample sizes of the Army National Guard and Navy Reserve, which had small confidence intervals, were reduced, while the sample sizes of strata with relatively high values for 95 percent confidence intervals were increased. The reallocations are shown plainly in column 6. The standard errors for the proportion, $p = 0.5$ are shown in the last column (column 8). As can be seen after further refinement of the sample allocations, all strata standard errors for the proportion are less than 3.5 percent. Column 7 displays the final sample sizes. Included in this column, in parentheses, are the expected sample sizes based on 1994 response rates.

Sample Losses

Losses to the drawn sample of 7,162 are listed in Table 3. Sample members were lost from the sample for three main reasons: (1) self-reported or other ineligibility for the survey, (2) an inability to locate the sample member, and (3) refusal to participate in the survey or other failure to respond to the questionnaire.

A toll-free telephone number listed on the letters accompanying each survey allowed sample members to report address corrections, as well as ineligibility for the survey. Sixty-two sample members (0.9 percent) were lost from the final sample through classification as "ineligible." Elimination of ineligibles resulted in decreasing the sample to 99.1% (N=7,100) of its original size.

Table 1

Sample Sizes for Optimal Sampling

STRATA	Population Size	W_h proportion	$(W_h^2 + H^{-2})^{1/2}$	Normalized	x 8000 sample size	Corrected sample sizes
Army	3,977	.286	.303	.199	1,592	1,592
Navy	2,166	.156	.185	.121	968	968
Marine Corps	1,861	.134	.167	.110	880	880
Air Force	861	.062	.118	.077	616	616
Coast Guard	191	.014	.101	.066	528	191 *
Army Reserve	1,038	.075	.125	.082	656	656
Army National Guard	2,595	.187	.212	.139	1,112	1,112
Navy Reserve	626	.045	.110	.072	576	576
Air Force Reserve	232	.017	.101	.066	528	232 *
Air National Guard	350	.025	.103	.068	544	350 *
TOTAL	13,897	1.001	1.525	1.000	8,000	7,173

*These three samples cannot attain their proportionate number because the populations are smaller than the optimal samples. Hence we take them all. Thus these constitute a census, rather than a sample.

Table 2

Refinements of Kish's Formulation

STRATA	Kish optimal sample size	1994 Response rate	Expected sample size	95% confidence interval ($p=0.5$)	Reallocation of samples	The 1996 recruiter sample and expected number based on 1994 response rates	95% confidence intervals for reallocated samples
Army	1,592	.560	892	± 2.89	no change	1,592 (892)	± 2.89
Navy	968	.580	561	± 3.56	+50	1,018 (590)	± 3.44
Marine Corps	880	.571	502	± 3.74	+100	980 (560)	± 3.46
Air Force	616	.752	463	± 3.10	no change	616 (463)	± 3.10
Coast Guard	191	.707	135	no sampling error	--	191 (135)	no sampling error
Army Reserve	656	.684	449	± 3.49	+50	706 (483)	± 3.26
Army National Guard	1,112	.776	863	± 2.73	-100	1,012 (785)	± 2.92
Navy Reserve	576	.765	441	± 2.54	-100	476 (364)	± 3.33
Air Force Reserve	232	.765	177	no sampling error	--	232 (177)	no sampling error
Air National Guard	350	.792	277	no sampling error	--	350 (277)	no sampling error
TOTAL	7,173		4,760			7,173 (4,726)	

Table 3

Frequency Counts and Percents of the Final Sample Relative to the Drawn Sample

Recruiter Survey		
	N	% of Drawn
Drawn sample	7,162	100.0
Ineligible	62	0.9
Eligible sample	7,100	99.1
Total not located	46	0.6
Eligible, located sample	7,054	98.5
Requested removal from survey mailings	2	0.0
Did not otherwise return a survey	2,230	31.1
Total nonrespondents	2,232	31.2
Total Respondents	4,822	67.3

Note: These numbers may change, based upon final definitions of certain categories (to be provided by DMDC).

Sending surveys to military personnel is complicated because these personnel are very mobile. In general, recruiting office addresses were used as the primary addresses of choice. In cases where a recruiting office address could not be identified, a residential address was used. Relative to their counterparts in most civilian organizations, military personnel move much more frequently, often to or from foreign locations. This fact coupled with the size of the military population (approximately 1.5 million active-duty members) makes it difficult to maintain up-to-date addresses. Consequently, DMDC developed an elaborate address-update procedure to minimize the number of people who would be lost from the survey because of outdated addresses. (This procedure is explained in a later section that describes the Survey Control System.) Despite this address update procedure, approximately 0.6 percent of the drawn sample (46 of 7,162) was lost because the sample members could not be located. Personnel records for this group had missing, incomplete, or out-of-date addresses, and steps designed to obtain complete, current addresses for these records were unsuccessful.

Losses attributable to either ineligibility or unlocatability resulted in a sample that was 98.5% as large as the drawn sample. Individuals in this remaining sample may be further categorized as respondents or nonrespondents. Nonrespondents included the following groups: two sample members who contacted the operations contractor (by mail or telephone) and asked to have their names removed from the survey-mailing list, and 2,219 sample members who did not return a survey.

Respondents included all sample members who returned at least one survey with any items completed. At the conclusion of the survey fielding, 4,822 eligible, locatable sample members had returned usable questionnaires.

Location, Response and Completion Rates

The Council of American Survey Research Organizations (CASRO) noted that varying operational definitions of response rates can lead to problems or confusion (e.g., when awarding contracts requiring pre-specified response rates or when interpreting the results of a survey). Consequently, CASRO formed a task force to recommend guidelines for standardizing the operational definitions of response rates. Beginning in 1995, DMDC standardized its methods for

calculating response rates and completion rates using procedures patterned after those advocated by CASRO. More specifically, the new DMDC procedures closely follow CASRO's Sample Type II design (see Council of American Survey Research Organizations, 1982).

The response rate is defined as the percent of respondents divided by the number of eligibles where "eligible" means eligible to be in the sample. It does **not** mean the more narrow definition of a recruiter used in this analysis, that is, a recruiter who qualifies as a "production recruiter." An eligible can be a respondent or a nonrespondent, a locatable individual or an unlocatable individual. Using this definition, the overall response rate was 4,822 respondents divided by 7,100 eligible members of the sample, yielding a response rate of 67.9 percent. For individual services response rates, see Table 4 below. The Marine Corps had the lowest response rate of any of the 10 services with only half of the eligibles (49.4 percent) participating. Among the Active-Duty DoD, the Air Force had the highest rate, where three out four eligibles (74.4 percent) returned a non-blank survey. The Coast Guard response rate surpassed this mark with 82.0 percent. There is less variation in the response rates among the Reserve/National Guard Components. The Navy Reserve was the lowest at 61.9 percent, whereas the Air Force Reserve and Air National Guard did best with 82.2 percent and 85.0 percent, respectively.

Table 4

Response Rates by Service Branch/Component

SERVICE	# of Respondents *	# of Eligibles	Response Rate
	(2)	(3)	(Col. 2/Col. 3)
Army	1,068	1,583	67.5%
Navy	596	1,010	59.0%
Marine Corps	473	957	49.4%
Air Force	457	614	74.4%
Coast Guard	155	189	82.0%
Army Reserve	521	705	73.9%
Army National Guard	778	997	78.0%
Navy Reserve	289	467	61.9%
Air Force Reserve	189	230	82.2%
Air National Guard	296	348	85.1%

* This is based on service classification in files used to compile the Sampling Frame. These numbers will differ from frequencies using the respondent's self classification of service branch obtained from the survey. The latter, when supplied, was used in the survey analysis. (See Chapter V – Imputed Values).

Data Collection for 1996 Survey

The field work for the 1996 Survey was carried out between October 21, 1996 and February 3, 1997. Data Recognition Corporation (DRC) mailed the questionnaires, tracked them, scanned the returns, and produced the data set. The first three mailouts (a notification letter, the survey with a cover letter, and a reminder/thank-you letter) were sent to 7,162 recruiters. Non-respondents in this first wave were sent a second survey in a fourth mailout. Table 5 shows a timeline for the mailing and return results.

Table 5
Mailing Timeline and Return Results

Mailing Numbers and Groups	Initial Mailout Date	Number Sent	Number of Returns	Number of Postal Non-Deliverables
1. Notification mailing	10/21/96	7,111	N/A	899
2. Notification re-mail	11/2/96	309	N/A	56
3. Wave 1 mailing	11/5/96	7,148	3,938	374
4. Notification re-mail	11/7/96	353	N/A	70
5. Wave 1 re-mail	11/7/96	353	127	33
6 & 7. Reminder mailing	11/19 & 11/20/96	7,007	N/A	421
8. Wave 1 re-mail	11/26/96	365	113	15
9. Reminder re-mail	11/26/96	325	N/A	51
10. Wave 1 re-mail	12/3/96	70	32	1
11. Reminder re-mail	12/3/96	34	N/A	6
12. Wave 1 re-mail	12/6/96	142	35	10
13. Reminder re-mail	12/6/96	131	N/A	26
14. Wave 2 mailing	12/19/96	3,552	641	116
15. Reminder re-mail	1/2/97	141	N/A	36
16. Wave 2 re-mail	1/2/97	38	7	2
17. Wave 2 re-mail	1/8/97	23	6	1
18. Wave 2 re-mail	1/13/97	57	11	0
19. Wave 2 re-mail	1/16/97	31	7	0
20. Wave 2 re-mail	1/21/97	5	0	0
21. Wave 2 re-mail	1/24/97	18	0	0
22. Wave 2 re-mail	1/29/97	1	0	0

Prior to the mailing of the initial notification letters, addresses were run through a standardization process. Once standardized, the addresses were sent to an outside vendor that interfaced them with the National Change of Address (NCOA) database. This database updates the address records based on change of address cards filed with the U.S. Postal Service.

As briefly described in the Codebook (Condon, Feuerberg, and Girard, 1997), sample members' records for which completed surveys were received were flagged as returned in the Survey Control System (SCS). The SCS and the scanned data were used to create the public-release data file.

Description of Survey Control System (SCS) Data Sets

The SCS is a relational database that was used to monitor all sample member transactions over the course of the data collection. This database does not contain data obtained from the survey instruments. The SCS consists of five data sets: the ORIGDAT file, the MASTER file, the HISTORY file, the MAILING file, and the ADDRESS file. The files are linked relationally by DMDC_ID (each sample member's input record identification number). Because of privacy concerns, many of the SCS variables (e.g., names, social security numbers, and addresses) are not available for public release.

The ORIGDAT file is the original sampling frame file sent to the operations contractor by DMDC. The original file was loaded into the operations contractor's computer system and converted to a SAS® data set. As the file was converted into a SAS® data set, the SCS generated

a unique identification variable (INRECNO) for each record. The DMDC-supplied identification variable (DMDC_ID), which is not unique, is also on the SCS data file. ORIGDAT includes one record for each member of the sample.

The ADDRESS file tracked the addresses that were maintained for each sample member. The ADDRESS file contains one record for each address for each sample member (e.g., if there were five addresses located for one sample member during the survey administration, that sample member has five separate records in the ADDRESS file). Each record includes the following information for each sample member:

- DMDC_ID and address,
- the source of the address,
- an address priority code,
- the date that the address was loaded into the system, and
- the address number for that sample member (i.e., the sequential order of receipt of the address for a particular sample member).

For example, if a sample member has one address record in the ADDRESS file, the address number for that record is one. If the sample member called in a change of address or a credit bureau forwarded an updated address for that sample member, the new address was added as address number two. Upon entry of a new address, the SCS searched the ADDRESS file for duplicate addresses for the same sample member and gave duplicate addresses an invalid priority code.

The MASTER file is the file from which the SCS selected records for upcoming survey mailings. This file includes a record for each member of the sample. It was created by extracting data from each record in the ORIGDAT file. Each MASTER record includes the sample member DMDC_ID and an address number from the corresponding records in the ADDRESS file. The MASTER file accommodated data updates through an automated process (e.g., updating the address number in use after the receipt of a postal non-deliverable) or manual key entry (e.g., updating information in response to a telephone call from a sample member). As new information was received for a particular record (including changes to the highest priority address), the SCS updated the MASTER record and wrote the old record to the HISTORY file.

The HISTORY file is a chronicle of the changes that occurred to the MASTER file. HISTORY records were created in response to any change in the MASTER file. Each HISTORY record is an exact copy of a subset of the original record with the addition of a date and time stamp as the record is updated. Thus, the HISTORY file contains as many observations as there were updates to the MASTER file.

The MAILING file tracked all of the survey mailings. This file contains one record for each item mailed during the survey administration. Each MAILING record includes the DMDC_ID, address number used, date of mailing, mailing status, type of mailing, and the mailing information code (MIC). For mailings that contained a survey, the MIC is the unique litho code printed on the survey included in that mailing. For mailings that did not contain a

survey, the MIC is a unique code number created by the SCS and printed on the mailed letter as a tracking device for that mailing.

On-going Address Updates.

Address update procedures occurred when (1) a survey document was returned as undeliverable, (2) a sample member self-reported a name, rank, or address change via the telephone, or (3) the postal service forwarded address correction information. Figure 1 outlines these procedures.

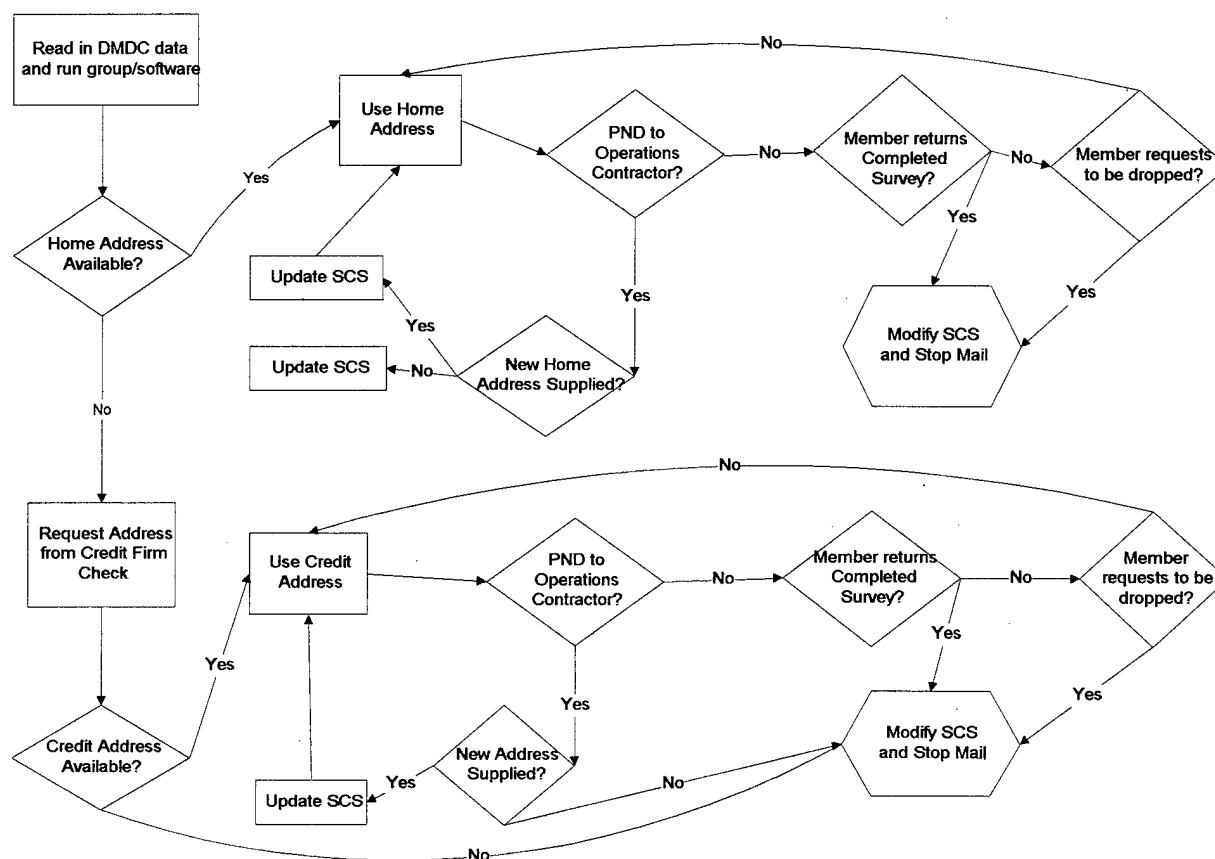


Figure 1
Address Updating Process

When a letter or survey was returned postal non-deliverable (PND), the associated record was flagged to reflect that the mailing was returned PND. This flag put in process finding an address update and re-mail of survey materials. From this flagging sequence, every record needing an address update could be identified in the SCS for inclusion in any upcoming re-mail. Re-mails occurred periodically throughout the administration of the survey.

As a new address was entered into the ADDRESS file for each record, its source (credit bureau, postal Address Correction Requested card, telephone call, and letter) was identified and the address number was changed. The priority assigned to the address was based upon the source of the update. An address update from a telephone call or letter from the respondent had a priority of one. Subsequent updates, from the credit bureau for example, received a lower priority than contact directly from the respondent. At any given time, the current address used was the address with the highest priority.

If all known addresses for a sample member were returned PND, the sample member's record in the MASTER file was flagged "no address available." All "no address available" records were forwarded to the three credit bureaus. In some cases, a PND was returned after its forwarding order had expired. In these instances the operations contractor used the expired address in the re-mail. If this address was found invalid, the record was sent to the three credit bureaus. The credit bureaus returned files containing addresses for each submitted record. The credit bureau files also contained the date on which they obtained the address(es). If more than one address was received from credit bureaus, the address with the most recent receipt date received the highest priority. If one or more of the credit bureaus returned a previously unattempted address, the MASTER and ADDRESS files were updated, and a re-mail was sent to the sample member. If none of the vendors had an updated address for the sample member, the operations contractor designated the sample member "non-locatable" and stopped further mailings.

Survey Materials and Their Distribution

As briefly discussed in the Codebook (Condon, Feuerberg, and Girard, 1997), each eligible sample member received at most four mailings: a notification letter, a wave 1 survey packet, a reminder/thank-you letter, and a wave 2 survey packet. The notification and reminder/thank-you mailings contained only a letter. Each of the other two "wave" mailings included a cover letter, a survey, and a folded pre-addressed business-reply envelope.

General Mailing Procedures

Prior to every mailing, the SCS searched the records in the MASTER file to identify which records should be excluded (e.g., sample members self-reported as ineligible for survey participation¹, sample members who had returned more than one survey form, and members with no valid address available). For re-mails (sent between mailings), the SCS identified only those records that had been updated since the prior mailing. More specifically, the SCS identified records that had resulted in PNDs or had been manually flagged for re-mailing (e.g., in response to a sample member calling the operations contractor stating s/he had received a reminder/thank-you letter but had not received a survey).

Once all records for a particular mailing or re-mailing were identified, the SCS processed the records based on whether or not the mailing would include a survey form. If the mailing

¹ Both "legitimate" and "illegitimate" ineligibles were excluded from further mailings.

group was large enough, the mailing was run through Group 1 postal software. Group 1 sorted the records according to first-class presort postal regulations, and added the nine-digit zip code and barcode. A unique Mail Identification Code (MIC) was assigned to each record. The MIC was assigned in one of two ways. It was assigned from the survey litho code if a survey form was sent, or independently if only a letter was sent.

The MIC is printed on the letters in the address field and on the lower right corner of the letter. If only letters were being sent (no survey forms), the letters were machine inserted into window envelopes and sent by first class mail. Mailings that included a survey followed the same procedure through the letter-printing step. The MIC on the cover letter was used to pair the letter with its matching litho coded survey. During the matching process, ten percent of the mailing was visually checked, comparing the MIC printed on the letter with the survey's litho code to ensure quality. Any mismatched pairs initiated further investigation of the matching process. This procedure ensured that each survey was sent to the person designated to receive it. Depending on the sample size, the letters and matched surveys were machine or hand inserted into envelopes, metered as necessary, and sent by first class mail. Twenty percent of these (hand-inserted) mailings were visually checked to compare the MIC printed on the letter with the survey's litho code.

The status of each mailing was tracked throughout the data collection so that address-correction information could be incorporated into all relevant mailings. When a mailing came back PND, the most recent mailing was re-sent to a new address (if one could be obtained during the mailing period). In three types of cases, this meant that two pieces of mail were re-sent. First, when the notification letter came back PND after the first-wave survey had been sent, the notification letter was sent to the new address (as available). Approximately three days later the first-wave survey was re-sent—as long as the notification letter mailing preceded by one week the date for mailing the reminder letter; otherwise, the new address was used to re-mail the first-wave survey but not the notification letter. Second, when the address used for the first-wave survey and reminder letter was found PND, the first-wave survey was sent to the new address (if available). Approximately three days later the reminder letter was re-sent—as long as mailing the first-wave survey preceded by one week the date for mailing the second-wave survey; otherwise, the new address was used to re-mail the reminder letter but not the first-wave survey. Third, when the address used for the reminder letter and second-wave survey came back PND, the reminder letter was sent to the new address (if available). Approximately three days later the second-wave survey was re-sent—as long as the mailings could be accomplished within the time limits set for the final mailing. Otherwise, only a second-wave survey was re-mailed.

Description of Letters

DMDC provided the operations contractor with the text for the letters for the four mailings. These letters explained why the survey was being conducted, how the survey information would be used, and why participation was important. (See Condon, Feuerberg, and Girard, 1997 Appendix B for copies of the letters.) All letters, except for the Coast Guard recruiters, were printed on blue DoD Office of the Assistant Secretary of Defense letterhead signed by the Deputy Assistant Secretary for Military Personnel Policy. Coast Guard recruiters

received letters on blue Coast Guard letterhead signed by Captain, U.S. Coast Guard Director, Coast Guard Recruiting Command.

Mailouts

The first mailout was the notification letter. DMDC uses notification letters for three reasons. First, contacting potential respondents multiple times (e.g., using notification letters) is perhaps the most effective means of increasing survey response rates (Fox, Crask, & Kim, 1988; Yammarino, Skinner, & Childers, 1991). Second, the U.S. Postal Service does not always forward the large envelopes that are used to mail surveys despite the envelope's first class postage and request to forward. However, forwarding of letters included in standard-sized, business envelopes is routine. Third, it is cheaper to send an initial notification letter and have that letter returned PND, correct the address, and re-mail the notification letter to the correct, updated address than to start the process by mailing and re-mailing the survey.

The second mailout was the wave 1 survey mailing; this was followed by two further mailouts designed to increase response rates. A reminder/thank you letter was sent to wave 1 non-responders. The reminder/thank-you letter encouraged sample members to complete the originally mailed wave 1 survey. The wave 2 survey mailout provided sample members who had lost or discarded the wave 1 survey with a second opportunity to participate.

The notification letter, inserted into a #10 window envelope, notified respondents that they would be receiving a survey and encouraged their participation. The initial mailing contained 7,111 letters. These letters were mailed on October 21, 1996. There were two re-mailings of the notification letter (in response to PNDs), which totaled 662 pieces. These re-mailings (mailings 2 and 4 in the table) occurred between November 2 and November 7, 1996. The mailings, totaling 7,773 pieces, resulted in 1,025 PNDs.

The wave 1 survey mailing initially was sent to 7,148 sample members on November 5, 1996 (mailing 3 in the table). The letter and a survey booklet were inserted into a 9" x 12" window envelope along with a folded 9" x 12" business reply envelope. The letter requested sample members' participation in the study. A total of 930 pieces were sent in four subsequent re-mailings of the wave 1 survey. These occurred between November 7 and December 6, 1996 and appear in Table 5 as mailings 5, 8, 10 and 12. Wave 1 mailings resulted in 4,245 returns (completed documents) and 433 PNDs.

A reminder/thank-you letter was sent to 7,007 sample members (7,006 domestic and 1 foreign) on November 19 and 20, 1996 (mailings 6 and 7). The letter, inserted into a #10 window envelope, thanked sample members for returning the survey if they had done so, and reminded them to complete and return the survey if they had not. There were four re-mailings (9, 11, 13, and 15 in Table 5) of the reminder/thank-you letter, with the re-mailings occurring between November 26 and January 2, 1997. The re-mailings totaled 631 pieces. All reminder/thank you letter mailings resulted in 540 PNDs.

The initial wave 2 survey mailing (mailing 14) was sent to 3,552 sample members on

December 19, 1996. The cover letter, a survey booklet and a folded 9" x 12" business reply envelope were inserted into a 9" x 12" window envelope. The letter again requested participation in the survey. Seven re-mailings of wave 2 survey packets (16 - 22 in Table 4), totaling 173 packets, were sent between January 2 and 29, 1997. The wave 2 mailings resulted in 672 returns (completed documents) and 119 PNDs.

CHAPTER 2: RESPONSE ANALYSIS

This chapter examines response rates for the 1996 survey. In Chapter 1 of this report there was a discussion of overall response rates. In this chapter, there will be an analysis of self-selection bias as well as item nonresponse rates. Self-selection bias analysis examines differences between respondents and nonrespondents using an outside data source. On the other hand, analysis of item non-response rates examines the percentage of respondents who returned a questionnaire, yet failed to answer a given item.

Self-Selection Bias Analysis

An issue that survey researchers must always confront is whether there was a self-selection bias – that is, a difference between those who responded to the survey and those who did not. In order to investigate self-selection bias, information available from the Master File was used to compare individuals who returned their questionnaires with those who did not. Information available from the Master File includes race/ethnicity, gender, marital status, number of dependents, educational attainment, pay grade, and age. For Active-Duty DoD only, the Master File contains information on AFQT scores as well.

Using information from the Master File, statistical tests were performed to indicate whether the difference between the two groups (respondents and nonrespondents) were significant for each variable. The results show that respondents and nonrespondents have statistically significant racial/ethnic differences for all branches/components. Also, for Active-Duty DoD only, statistically significant differences were found with respect to pay grade and AFQT scores. A more detailed description of selection bias results can be found in Appendix B.

Item Nonresponse Rates

Among returned questionnaires, item response rates were exceedingly high. For most questions (more than four-fifths), the response rate was 95 percent or higher. Table 5 shows the items having less than a 90 percent response rate (fewer than 3,626 valid responses given for 4,029 cases in the restricted data set). As can be seen from the table, the lowest response rates are primarily the result of the question not being applicable to the respondent.

After recoding is taken into account, there were several questions for which as many as 5-10 percent of recruiters did not provide answers, did not know the answers, or gave multiple responses. These questions tended to ask for specific quantitative information, generally having to do with the recruitment market. In addition, once recoding is taken into account, there were four questions for which more than 10 percent of recruiters either did not respond or did not know the answer. Two of these questions (56A and 56B) asked about the number of NPS contracts signed in the last year. Another question (57F) asked about the importance of other lead sources for obtaining NPS recruiting goals. The fourth question (64) inquired whether the

spouse benefited from the orientation program. In assessing item nonresponse in Table 6, it should be noted that for several questions, recodes decreased the proportion of missing and increased the proportion not applicable. These recodes utilized information from other survey questions to insure consistency among responses. For more information on recoding of specific variables see Condon, Feuerberg and Girard (1997).

Item nonresponse was handled with listwise deletion in all regression analyses. Because listwise deletion results in the rapid loss of cases in multivariate analyses, items receiving less than a 90 percent response rate were not considered for inclusion in any of the regressions. The alternative, pairwise deletion, is generally inappropriate. This is because pairwise deletion is based on correlations using different parts of the sample, producing inconsistent results.

Table 6
Items with less than a 90 Percent Response Rate

Variable	Label	Valid N	Percentage		
			Valid	Missing ²	Not Apply ³
R9614A	Living conditions quality	2,937	72.9	27.1	0.0
R9614AR	Living conditions quality – Recode	2,806	69.6	3.5	26.9
R9614B	Living conditions cost	2,831	71.3	29.7	0.0
R9614BR	Living conditions cost – Recode	2,707	67.2	3.7	29.1
R9619C	Goals: DEP events help achieve	3,244	80.5	0.3	19.2
R9625G	Time/materials provided for advcmnt exams	2,993	75.3	0.3	25.4
R9627A	Other svc better: cash bonus incentives	3,040	75.5	2.5	22.0
R9627B	Other svc better: quality of life	3,040	75.5	2.5	22.0
R9627C	Other svc better: educational benefits	3,040	75.5	2.5	22.0
R9627D	Other svc better: image	3,040	75.5	2.5	22.0
R9627E	Other svc better: length of contract	3,040	75.5	2.5	22.0
R9627F	Other svc better: advertising	3,040	75.5	2.5	22.0
R9627G	Other svc better: promotional items	3,040	75.5	2.5	22.0
R9627H	Other svc better: skill training	3,040	75.5	2.5	22.0
R9627I	Other svc better: other, specify	3,040	75.5	2.5	22.0
R9634	Seniors in market qualified	3,550	88.1	11.9	0.0
R9634R	Seniors in market qualified – Recode	3,521	87.4	8.1	4.5
R9635	Percent qualified seniors are prospects	3,569	88.6	11.4	0.0
R9635R	Percent qualified seniors are prospects – Recode	3,539	87.8	7.7	4.5
R9636	Percent qualified seniors plan on college	3,602	89.4	10.6	0.0
R9636R	Percent qualified seniors plan on college – Recode	3,574	88.7	6.8	4.5
R9637	College-bound market need financial support	3,505	87.0	13.0	0.0
R9637R	College-bound market need financial support – Recode	3,477	86.3	9.2	4.5
R9640A	Schools: talk with seniors any time	3,625	90.0	4.6	5.4
R9640AR	Schools: talk with seniors any time – Recode	3,598	89.3	1.0	9.7
R9640B	Schools: directory available to me	3,607	89.5	4.7	5.8
R9640BR	Schools: directory available to me – Recode	3,580	88.9	1.0	10.1
R9640CR	Schools: display posters/brochures – Recode	3,622	89.9	1.0	9.1
R9640ER	Schools: counselors encourage seniors – Recode	3,606	89.5	1.0	9.5
R9640FR	Schools: counselors tell about college \$ - Recode	3,601	89.4	1.2	9.4
R9641	Invited to Career Day in market	3,618	89.8	4.4	5.8
R9641R	Invited to Career Day in market – Recode	3,589	89.1	0.7	10.2
R9656A	Past year number of NPS contracts	3,248	81.6	13.7	5.7
R9656B	NPS contracts from HS ASVAB leads	2,860	71.0	23.3	5.7
R9657A	Importance NPS goals: HS ASVAB	3,494	86.7	2.0	11.3
R9657B	Importance NPS goals: HS directories	3,414	84.7	2.1	13.2
R9657E	Importance NPS goals: selective svc lists	2,649	65.7	2.8	31.5
R9657F	Importance NPS goals: other specify	799	18.8	40.9	39.3
R9658	Percent HS provide directories	3,414	84.7	1.6	13.7
R9659	Percent HS provide access to students	3,508	87.1	1.4	11.5
R9660	Percent HS seniors names result of leads	3,501	86.9	1.4	11.7
R9661	Supervisors assist with schools	3,490	86.6	1.4	12.0
R9664	Spouse benefited from orientation program	2,604	64.6	11.7	23.7
AFQTSCR	AFQT Score at Entry (from Master File)	2,149	53.3	46.7	0.0
HIGHED	Highest Year of Education (from Master File)	2,149	53.3	46.7	0.0

² No response, don't know, or multiple response

³ Several questions with an "R" appended to the label show an increase in the not applicable category after being recoded to reflect inconsistencies with answers to earlier questions.

CHAPTER 3: METHODOLOGY FOR CALCULATING WEIGHTS AND VARIANCES

Weighting Methodology for 1996 Recruiter Survey

Weights supplied with the data for four recruiter surveys (1989, 1991, 1994, and 1996) make two simultaneous adjustments to increase representativeness. First, an adjustment is made for disproportionate stratified sampling, a procedure whereby a different proportion is randomly drawn from each stratum (service branches in these recruiter surveys). The objective of disproportionate sampling is to achieve, as much as possible, equal precision for each stratum. Second, an adjustment is made because response rates cannot be expected to be equal across strata. Both disproportionate sampling and differences in unit non-response can lead to under- or over-representation of one or more of the service branches in the data set relative to the population. The nonresponse adjusted weight corrects for these potential biases.

The nonresponse adjusted weight is calculated by dividing the population in each service branch by the number of completed responses for that service branch. The completed responses multiplied by this weight will equal the population count for each service branch. The nonresponse adjusted weights were calculated from the full data set ($N=4,828$), which represents the population of recruiters from which the sample was drawn.

For the 1996 survey, the weight was further adjusted to correct for the double listing of 43 recruiters in the sampling frame ($N = 13,854$ single-listed cases). In the full data set ($N = 4,828$), which includes all recruiters turning in questionnaires, there were 15 recruiters who had been listed twice in the sampling frame. In the restricted data set ($N= 4,029$), which omits inexperienced recruiters and those who are ineligible or without goals, there were 13 recruiters who had been listed twice in the sampling frame. None of the double-listed recruiters appeared twice in the data set. Accordingly, the 15 recruiters who had twice the chance of being selected were assigned one-half the weight of recruiters within their respective service branches (see Table 7). For greater detail see Appendix C.

In the data for 1996, a distinction is made between the original weights used to generate the crosstabulations in the report (NEWWGT) and the final weights used for the regression analysis (XNEWWGT). The major difference is that the final weights (XNEWWGT) are based on 28 additional cases in the full data set ($N=4,828$). These cases were added when all 28 respondents failing to identify the service branch were allocated to branches using information compiled by DMDC. Other small adjustments were made to this augmented dataset: a) a slight downward adjustment was made in the population count for Marines (from 1,832 to 1,827); and b) five previously omitted, ineligible cases were added so that all six ineligible cases were in the full data set. Although the adjustments in weighting are so minor that no difference will be noted in most analyses, the original weight (NEWWGT) was included only so that the crosstabulations in Condon, et al., (1998) could be exactly reproduced. Subsequent analyses should use the final weight (XNEWWGT).

Table 7

Survey Weights by Stratum

Service Branch/Component	NEWWGT	XNEWWGT
Army	3.5351	3.5195
Navy	3.5552	3.5377
Marine Corps		
13 double listed cases*	1.9720	1.9624
all other cases	3.9440	3.9248
Air Force		
1 double listed case*	0.9218	0.9218
all other cases	1.8435	1.8435
Coast Guard	1.2402	1.2244
Army Reserve	2.3326	2.2713
Army National Guard	3.3441	3.3269
Navy Reserve		
1 double listed case*	1.1444	1.1239
all other cases	2.2888	2.2478
Air Force Reserve	1.2961	1.2961
Air National Guard	1.1784	1.1745

* In the Sampling Frame, 43 pairs of cases were found to have duplicate SSN numbers. Nineteen of these cases were chosen for the Sample of 7,162 (originally 7,173). In the Full Data set of 4,828, 15 of the double listed cases returned a survey: 13 in the Marine Corps, of which 12 cases met analysis criteria and 1 case which did not meet analysis criteria; 1 case in the Air Force which did not meet analysis criteria; and 1 case in the Navy Reserve that met analysis criteria.

Two types of weights are typically used in the analysis of survey data. First, there are "expansion weights" (Lee, Forthofer, and Lorimor, 1989), which are used to estimate population totals. The sample value of a given variable is multiplied by the weight to get the population total. The weight is the reciprocal of the selection probability, or, if adjusting for nonresponse error, it is simply equal to the ratio of population size to the number of respondents in each stratum. This is the weight that is supplied in the data set for the 1996 recruiter survey. There is also the "relative weight" (Lee, Forthofer, and Lorimor, 1989), which is the expansion weight divided by the mean of the expansion weights. These relative weights are used in the calculation of the variance. If the expansion weights in the data set are used as the weight factor, relative weights are automatically employed by some software packages such as SAS and SUDAAN when calculating variances for statistical inference. Other software packages may not automatically calculate the relative weights. In these circumstances, it will be necessary to first sum the weights and divide by N (the number of cases being analyzed in a particular procedure). Then, this average weight should be divided into each of the expansion weights so that the resulting quotients can be employed as the new weights. Otherwise, the program will operate under the false assumption that the sample size is equal to the population count, erroneously inflating estimates of precision.

In the 1994 survey (Fink, et al., 1996), three sets of weights were created: a base weight, a nonresponse adjusted weight, and a poststratification final weight. The base weight was equal to the population divided by the number in the sample for each of the 10 service branches. This weight was not included in the 1996 data set because it does not correct for nonresponse, which is a source of bias. Further, in order to not confuse the user, it was decided to include only those weights that would improve the accuracy or representativeness of the analysis as well as reflect

what the analytic contractors used in their own analysis (Condon, et al., 1998). However, a corresponding base weight can be readily calculated by dividing the population by the original sample size for each service branch and then adjusting for 15 recruiters listed twice in the sampling frame. Also not included are post-stratification adjustments, which use various post-strata--such as race, age, sex, marital status--to further make the composition in the data set equal to the population composition.

Post-stratification weighting was omitted for two reasons. First, because post-stratification weighting was not used for the 1989 and 1991 surveys, it would be inconsistent to employ such weighting for 1994 and 1996 when looking at trends over all four surveys. Second, because the sampling frame and the available population data for 1996 were not entirely commensurate, it was not clear that post-stratification adjustments would improve representativeness.

The Calculation of Variances

All four recruiter surveys (1989, 1991, 1994, and 1996) utilize disproportionate stratified sampling without replacement. That is, in each year, the recruiter population was first stratified by service branch and then a simple random sample was drawn from each stratum. Moreover, the size of the simple random sample relative to the population was different for each stratum or service branch. Finally, insofar as sampled proportions are quite high (more than one tenth), and in some services the entire population was included in the original sample, it is appropriate to speak of sampling "without replacement." These departures from simple random sampling require modifications in the calculation of variances. Such statistical sophistication may exceed the capabilities of many software packages.

To correctly calculate variances or standard errors, information is provided in the 1996 data set that permits the use of SUDAAN, a software package designed for use with complex samples. In particular, the program will calculate accurate variances even though the 1996 recruiter survey departs from simple random sampling with replacement (SRS) in three ways that have already been mentioned: (1) the sample is stratified, (2) there is disproportionate sampling, and (3) sampling fractions are quite large (sampling without replacement).

The first departure, stratified sampling, frequently has the goal of improving measurement precision (reducing random variation). Insofar as the variance within strata is less than the variance between strata, this objective is accomplished. In the recruiter surveys, stratification is by service subgroups. Correct calculation of the variance requires a weighted average of the variances within each of 10 strata using the following formula (Yamane 1967: 117):

$$V(\bar{X}) = (1/N^2) (\sum ((N_h - n_h)/N_h)((N_h S_h)^2/n_h))$$

Where N_h = population in stratum h ,
 n_h = sampling elements in stratum h ,
 S_h = standard deviation within stratum h

The design effect of stratification is the ratio of variance calculated using the above formula to the variance using the standard SRS formula. By choosing the STRWOR design (stratified sampling without replacement) in the SUDAAN program and properly ordering the data by stratum, the correct variances will be calculated for the recruiter surveys.

The second departure from SRS is disproportionate sampling. In order to achieve roughly comparable sampling error for each of 10 service subgroups, the chance of selection was increased for the smaller service subgroups. For the three service subgroups with the smallest populations--the Air Force Reserve, the Air National Guard, and the Coast Guard--the entire population was included in the sample, which theoretically (given a 100 percent response rate!) reduces the variances within these groups to zero. The variance for the mean of the entire sample is a weighted average of the variances for the means within each stratum, which will be different than the variance for the mean of a simple random sample.

The third departure from SRS is sampling without replacement. That is, for each of the ten strata in the recruiter survey, the proportions actually sampled exceed 1/10--by a wide margin. Accordingly, the variance within each stratum is multiplied by the following factor:

$$1 - (n_h/N_h)$$

where n_h is the sample size and N_h is the population size for each stratum. This factor is referred to as the finite population correction factor (FPC). Because the sampling fraction within each stratum in 1996 is .42 or higher, the variances are either reduced considerably or, when the entire population of the stratum is selected, the variance is eliminated [$1 - (N_h/N_h) = 0$]. This was the case for the Air Force Reserve, Air National Guard, and the Coast Guard for which the entire population was selected for the sample. However, given that response rates were far less than 100 percent, there will be sampling error for all of the service branches.

The SUDAAN software to be used in the data analysis for this study does not simply apply the formulas above to calculate the appropriate variances for a complex sample, but uses the Taylor series method of estimation. This method, also called the propagation of variance (Kish, 1965), uses mathematical formulas to approximate a nonlinear function.

The design effect is shown by calculating the the ratio of the variance of a particular statistic using stratified sampling without replacement (STRWOR) to the variance using simple random sampling with replacement (SRS). This ratio can be employed to determine the increase or decrease in precision achieved by the sample design compared to simple random sampling. Ideally, a design effect of less than one is desired because this indicates that fewer observations achieve the same precision that would be achieved with a simple random sample.

In the regression analysis of recruiter satisfaction, the design effects calculated for the variances of each of the weighted least squares (WLS) regression coefficients were all less than one. Although the magnitude of the design effect varied from a minimum value of 0.26 to a maximum value of 0.91, for most coefficients the design effect was between 0.7 and 0.8. This would indicate that the complex sample for the 1996 recruiter survey did achieve greater

precision than a simple random sample of the same size. Table 8 shows an example of the design effect found for the regression analysis of R9649A (Satisfaction with Recruiting).

Table 8

Design Effect for Regression Analysis of Recruiter Satisfaction

	Standardized Beta Coefficient	Standard Error	Design Effect
Policy Relevant Scales			
Cooperation of Superiors (Scale)	0.04	0.02	0.77
Goal Pressures (Scale)	-0.08	0.02	0.76
Goal Is Achievable (Scale)	0.15	0.02	0.75
Goal Achievement (Scale)	0.12	0.01	0.74
Good Training (Scale)	0.09	0.02	0.75
Other Policy Relevant Variables			
Satisfaction with Leadership (Q42)	0.21	0.02	0.75
Hours Performing Job (Q9)	-0.10	0.01	0.76
Awards Effect Career (Q62c)	0.07	0.01	0.75
Autonomy/Freedom to Plan (Q24b)	0.05	0.01	0.75
Additional Control Variables			
Skills Help Get Civilian Job (Q25d)	0.05	0.02	0.77
Recruiting Is Challenging (Q25e)	0.09	0.02	0.78
Frequency of Improprieties (Q28)	-0.05	0.02	0.76
Volunteer Status			
Truly Volunteered (Q4)	0.10	0.04	0.86
Other Than Volunteered (Q4)	0.02	0.10	0.74
Paygrade and Reimbursement			
\$ Spent On Duties (Q51)	0.04	0.00	0.66
\$ Spent On Housing (Q52)	0.03	0.00	0.67
E-6 Paygrade	0.01	0.04	0.77
E-7 Paygrade	0.06	0.04	0.77
E-8 or Higher Paygrade	0.01	0.08	0.77
Demographic Variables			
Graduate Degree	0.02	0.11	0.63
Service Branches/Components			
Active Navy	-0.06	0.05	0.84
Marine Corps	-0.05	0.05	0.91
Active Air Force	-0.06	0.05	0.48
Coast Guard	0.02	0.06	0.18
Army Reserve	-0.002	0.05	0.58
Army National Guard	0.12	0.05	0.81
Navy Reserve	0.02	0.06	0.55
Air Force Reserve	0.01	0.06	0.20
Air National Guard	0.03	0.05	0.26

CHAPTER 4: 1996 DATA SET PREPARATION

Following the procedure in use for the 1994 survey (Fink, et al., 1996), we merged the 1996 survey data with the Master File for analysis in Condon, et al. (1998). The latter file contains data for all recruiters, regardless of whether or not chosen to receive the survey. Among the variables included in the Master File are:

- SSN
- Service
- Population/Sample Flag
- Total Active Federal Military Service
- Education Certification or Level
- AFQT Percentile Score at Entry (Active-Duty DoD Only)
- Pay Grade
- Date of Birth
- Race
- Marital Status
- Number of Dependents
- Highest year of Education Completed (Active-Duty DoD Only)
- Ethnic Group
- Race Ethnic
- Sex
- Age
- Duty Location: State or Country
- File Flag

The survey data file contains data for all recruiters chosen for the sample and returned a valid questionnaire. Each recruiter survey was given a unique identifier (INRECNO) by the operations contractor. This was necessary because it was discovered that there were non-unique DMDC_ID numbers. These INRECNO identifiers were linked to Social Security Numbers (SSN) of the recruiters. Once the available SSNs were temporarily added to the survey data file, both the survey data file and the Master File were sorted by SSN and then the two files were linked. After the linkage, the SSN variable was stripped from the file because of privacy and confidentiality issues. One complication to this process was that SSNs were not collected for all recruiters in the Sampling Frame. Thus, not all cases from the Master File were linked with survey data.

Appendix D has a crosswalk of survey questions for the 1996, 1994, 1991 and 1989 DoD Recruiter Surveys.

CHAPTER 5: FILTER VARIABLES AND IMPUTED VALUES

This chapter describes the filter variables used to create the analyzed data set, as well as variables that had imputed information.

Filter Variables

Several variables were created by the analysis contractor for weighting and nonresponse analysis. One of these variables used by the analysis contractor was created after the survey was administered by the operations contractor. The definition of this variable is described below:

ELIG_FLG: This variable indicates the eligibility status of the sample member. If a sample member is (or is presumed to be) eligible, the value for ELIG_FLG = 1. If a sample member is ineligible, the value for ELIG_FLG = 0.

The analysis contractor made a distinction between the "full" data set and the "restricted" data set. The *full data set* includes all completed surveys. The *restricted data set* includes only those respondents who were: (a) eligible according to the requirements of the operations contractor (i.e. at least one item marked, not deceased, etc.); (b) having at least 1 year of recruiting experience; and (c) having monthly goals. With respect to these criteria, the analysis contractor created a flag variable that was used to locate each case. The definition of this variable is described below.

XANAFLAG: This variable indicates the analytical eligibility status of each case in the full data set. Table 9 shows the distribution of cases by XANAFLAG in the public-use data sample. The allowable values of this variable are as follows:

- 0 = Cases which meet all analysis criteria (i.e. the three listed above)
- 1 = Non-return of survey (variable SRSVC coded ".B" for no return of survey).
- 6 = Returned cases in which recruiter had less than 1 year of recruiting experience or no experience information was available (R9603 coded as 1 or has a missing code for no response "." or multiple response error ".A")
- 7 = Returned cases in which recruiter reported no individual monthly goals or no monthly goal information was available (R9620 coded as ".T" for not applicable, has no specific monthly goals; or ".N" for not applicable for other reasons; or "." for no response; or ".A" for multiple response error).
- 8 = Returned cases in which operations contractor flagged as ineligible (ELIG_FLG=0).

Table 9
Distribution of Survey Cases by Eligibility Status

	Number
TOTAL SAMPLE	7,162
Survey Not Returned	- 2,334
Full Data Set – Survey Returned	4,828
Flagged as ineligible by operations contractor	-6
Less than 1 year recruiting experience no response, or multiple response error to question on recruiting experience	-110
No monthly goals, no response, or multiple response error to question on monthly goals	-683
RESTRICTED DATA SET – Cases meeting analysis criteria	4,029

Imputed Values

As was discussed earlier, some respondents did not answer all questions. If information was available from the Master File and could be linked to the survey respondent, new variables were created to acknowledge the imputation of information. Variables with imputed information can be identified as starting with an “X.” Generally, these variables are socio-demographic in nature. A list of these variables follows:

Self-reported Variable Name	Imputed Variable Name
SRSVC	XSVC
SRSEX	XSEX
SRPAYGD	XPAYGRD
SRHISP	XHISP
SRRACE	XRACE

Master File information was used to impute for the previous variables. However, imputation was not possible due to differences in categorization for all the rest. For example with respect to marital status, Active-Duty DoD Master File information has only three categories: never married; currently married; and not currently married. In the survey instrument, the acceptable responses were as follows: single, married, widowed, divorced, and separated.

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APPENDIX A
1996 DoD RECRUITER SURVEY

1996 DOD RECRUITER SURVEY



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1996 RECRUITER SURVEY

The purpose of the 1996 survey is to ask experienced production recruiters their views on key issues that affect the quality of their work lives. The questions ask about management support, training, working conditions and stress. A similar questionnaire was given three times before (1989, 1991, 1994) and is being given this year to track whether improvements have been made. So, it is important that you fill this survey out honestly.

It will only take 20 minutes to complete the survey. Please do so in the next two days, then place it in the envelope provided and return it to us. Your responses will be kept confidential.

If you have any questions regarding the survey, please call **Gary Feuerberg at DMDC (703) 696-5846 or DSN 426-5846**

PRIVACY NOTICE

Authority: 10USC136

Principal Purposes: Information collected in this survey is used to sample attitudes and/or perceptions of service members and to support additional personnel research. This information will assist in the formulation of policies needed to improve the working environment.

Disclosure: Voluntary. There is no penalty if you choose not to respond. However, maximum participation is encouraged so that data will be complete and representative. Your survey instrument will be treated as confidential. Identifying information will be used only by persons engaged in, and for the purposes of, the survey. Only group statistics will be reported.

Routine Uses: None.

INSTRUCTIONS FOR COMPLETING THE SURVEY

• **PLEASE**
USE A NO. 2
PENCIL

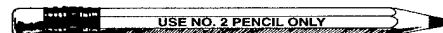
• **Make heavy black**
marks that fill the
circle for your answer.

• **Please do not**
make stray marks
of any kind.

CORRECT MARK



INCORRECT MARKS



• **Answers to some questions will be on a 5-point scale.**

Example:

How important do you think each of the following is to your effectiveness as a recruiter?

Not at All Important
Somewhat Unimportant
Neutral
Somewhat Important
Very Important

Race/ethnic/cultural make-up of duty location similar to your cultural background..... ① ② ● ④ ⑤

• **Sometimes you will be asked to "Mark ALL that apply." When this instruction appears, you may mark more than one answer.**

Example:

If yes, do you think the reason may be that another Service has better: (Mark all that apply.)

- Cash bonus incentives
- Quality of life
- Educational benefits
- Image
- Length of contract
- Advertising
- Promotional items
- Skill training
- Other, please specify:

overseas opportunities

If your answer is "Cash bonus incentives" and "Length of contract," then mark those two circles clearly.

• **If you are asked to give numbers for your answer, please record as shown on the right.**

Example:

9. On average, what is the total number of hours per week you spend performing duty-related tasks?

- 40 hours or less
- 41-50 hours
- 51-60 hours
- 61-70 hours
- 71-80 hours
- More than 80 hours

What time of day do you usually finish work?



18:00			
0	0	●	●
●	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
●	8	8	8
9	9	9	9

1. What is your branch of Service/Reserve Component?

- ☐ Army National Guard ☐ Marine Corps
☐ Army Reserve ☐ Air National Guard
☐ Active Army ☐ Air Force Reserve
☐ Navy Reserve ☐ Active Air Force
☐ Active Navy ☐ Coast Guard

2. Which of the following best describes your current job?

- ☐ Recruiter trainer
☐ Production recruiter
☐ Health care professional recruiter
☐ Recruiter Supervisor
☐ MEPS counselor/Liaison
☐ Other, please specify:



3. How long have you been assigned to recruiting duty?

- ☐ Less than one year
☐ 1 year but less than 2
☐ 2 years but less than 3
☐ 3 years but less than 6
☐ More than 6 years

4. Did you volunteer to be a recruiter?

- ☐ I was assigned to recruiting duty and not given a choice
☐ I "volunteered" but really had no choice
☐ I truly volunteered but would prefer a different assignment
☐ I truly volunteered and wanted this assignment
☐ Other _____

5. How important do you think each of the following is to your effectiveness as a recruiter?

Not Applicable
 Not at All Important
 Not Very Important
 Somewhat Important
 Very Important
 Extremely Important

- a. Race/ethnic/cultural make-up of duty location similar to your cultural background..... ① ② ③ ④ ⑤ N/A
- b. Having family and friends nearby ① ② ③ ④ ⑤ N/A
- c. Duty location similar to the neighborhood(s) in which you spent your youth..... ① ② ③ ④ ⑤ N/A
- d. Familiarity with your recruiting area..... ① ② ③ ④ ⑤ N/A

6. a. Were you given the opportunity to state preferences for your duty location?

- ☐ Yes
☐ No

b. Are you pleased with your duty location?

- ☐ Yes
☐ No

7. What is the average ONE-WAY driving time from your residence to your duty location?

- ☐ Less than 15 minutes
☐ 15-30 minutes
☐ 31-60 minutes
☐ More than 1 hour

8. In general, how safe are the following areas?

Extremely Unsafe
 Somewhat Unsafe
 Neutral
 Somewhat Safe
 Extremely Safe

- a. Your residence?..... ① ② ③ ④ ⑤
- b. Your recruiting area/zone? ① ② ③ ④ ⑤
- c. Your office location?..... ① ② ③ ④ ⑤
- d. Your parking location?..... ① ② ③ ④ ⑤

9. a. On average, what is the total number of hours per week you spend performing duty-related tasks?

- ☐ 40 hours or less
☐ 41-50 hours
☐ 51-60 hours
☐ 61-70 hours
☐ 71-80 hours
☐ More than 80 hours

b. What time of day do you usually finish work?

(e.g., 23:59)

0	0	0	0
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6			6
7			7
8			8
9			9

10. During the past year, have you voluntarily not taken leave due to the demands of your job?

- ☐ Yes
☐ No

11. During the past year, did you request annual leave and have the request denied?

- ☐ Yes
☐ No

PLEASE DO NOT WRITE IN THIS AREA



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12. How many days of annual leave did you take last year?

- ☐ 0 to 3 days
☐ 4 to 7 days
☐ 8 to 14 days
☐ 15 to 29 days
☐ 30 or more days

13. What percentage of the days you were on leave did you work at least part of the day on work-related tasks?

- ☐ None
☐ 1 to 5%
☐ 6 to 15%
☐ 16 to 40%
☐ Over 40%

14. Compared with living conditions in base housing, how do you rate your current living conditions with respect to quality and cost?

a. Quality

- ☐ Better
☐ Same
☐ Worse

b. Cost

- ☐ More
☐ Same
☐ Less

- ☐ Not applicable (I have never lived on base)
☐ Not applicable (I am currently living on base)

15. Recently, DoD issued a housing directive giving all independently assigned military personnel Priority 2 status at the nearest military installation. How do you think this will affect the housing for future recruiters where you are assigned?

- ☐ Much improved
☐ Better
☐ No change
☐ Worse

16. How long does it take you to travel from your residence to the nearest military installation with exchange, commissary and hospital/clinic facilities?

- ☐ Less than 15 minutes
☐ 15-30 minutes
☐ 31-60 minutes
☐ 61-90 minutes
☐ 91 minutes to 2 hours
☐ More than 2 hours
☐ Don't know

17. Are active attempts made to involve your family in your recruiting job (e.g., special office social events for the entire family, bonus trips for the family, etc.)?

- ☐ Yes, frequently
☐ Sometimes
☐ No, never
☐ Not applicable

18. To what extent do you agree or disagree with the following statements about your training and preparation for recruiting duty?

Not Applicable
Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

a. I was given a realistic preview of what recruiting duty would be like ① ② ③ ④ ⑤

b. Members of my family were well prepared by my Service for the requirements and demands of my recruiting assignment ① ② ③ ④ ⑤ N/A

c. I was given good professional training for my job as a recruiter ① ② ③ ④ ⑤

d. The training I received was helpful and relevant for my job as a recruiter ① ② ③ ④ ⑤ N/A

e. The training I received was insufficient for what I needed to know to do effective recruiting ① ② ③ ④ ⑤ N/A

f. My allocated time in training was sufficient ① ② ③ ④ ⑤

g. My immediate supervisor trained me for my job as a recruiter ① ② ③ ④ ⑤

h. An experienced recruiter helped me on the job ① ② ③ ④ ⑤

19. With reference to your recruiting goals, to what extent do you agree or disagree with the following statements?

Not Applicable
Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

- a. My monthly goals are achievable ① ② ③ ④ ⑤ N/A
- b. My assigned market area is adequate to make goals ① ② ③ ④ ⑤ N/A
- c. Delayed Entry Program (DEP) events help me to achieve my goals ① ② ③ ④ ⑤ N/A
- d. Success in reaching goal has a "make or break" effect on my military career ① ② ③ ④ ⑤ N/A
- e. I am pressured to continue recruiting even after reaching my monthly goal ① ② ③ ④ ⑤ N/A
- f. I am punished if I fall short of goal ① ② ③ ④ ⑤ N/A
- g. If I miss my goal one month, I can make it up the next month ① ② ③ ④ ⑤ N/A
- h. I receive adequate support (e.g., cars, telephone, promotional items) to help me accomplish my goal ① ② ③ ④ ⑤ N/A
- i. Required paperwork interferes with my efforts to make goal ① ② ③ ④ ⑤ N/A
- j. My supervisor will help me if I have trouble making goal ① ② ③ ④ ⑤ N/A

20. In how many of the past 12 months did you achieve your monthly goals?

- ☐ Not applicable (I have no specific monthly goals)
- ☐ Not applicable (Other reason)
- ☐ Less than 3 months
- ☐ 3-5 months
- ☐ 6-8 months
- ☐ 9-11 months
- ☐ All 12 months

21. What percentage of your recruiting goal did you achieve last year?

- ☐ Not applicable (I have no specific monthly goals)
- ☐ Not applicable (Other reason)
- ☐ 0-75%
- ☐ 76-100%
- ☐ 101-125%
- ☐ 126-150%
- ☐ More than 150%

22. All things considered, what is the likelihood that experienced recruiters can make goal in your zone/area?

- ☐ Not applicable
- ☐ Extremely difficult
- ☐ Difficult but can be made with extra effort
- ☐ Should be able to make goal but difficult to exceed
- ☐ Not only achievable, but good chance to exceed
- ☐ Very excellent chance to exceed goal

23. Compared to other recruiters from your Service who work in the area served by your MEPS, would you say you are:

- ☐ One of the best (exceed 95 percentile)
- ☐ Better than most (66-95 percentile)
- ☐ Average (35-65 percentile)
- ☐ Below average (below 35 percentile)

24. The degree to which Recruiting Services manage office level recruiting activities varies. For all of the following statements, indicate whether you agree or disagree.

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

- a. The mileage restriction placed on government vehicles interferes with my ability to do my job ① ② ③ ④ ⑤
- b. I have the freedom to personally plan my work and use my judgment as to the best method for recruiting in my assigned area ① ② ③ ④ ⑤
- c. I receive good support from my supervisors ① ② ③ ④ ⑤
- d. My superiors and I work together as a team ① ② ③ ④ ⑤

PLEASE DO NOT WRITE IN THIS AREA



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25. Below is a list of statements that relate to aspects of life as a recruiter. For each statement, indicate whether you agree or disagree.

Not Applicable
Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

- a. Supervisors understand and help recruiters with problems ① ② ③ ④ ⑤ *NA*
- b. Officers evaluate recruiters' performance based on their overall record ① ② ③ ④ ⑤ *NA*
- c. Recruiters are recognized for doing a good job ① ② ③ ④ ⑤ *NA*
- d. Skills attained in recruiting are helpful in securing a good civilian job ① ② ③ ④ ⑤ *NA*
- e. Recruiting is important and challenging work ① ② ③ ④ ⑤ *NA*
- f. Recruiters' pay is sufficient to meet expenses ① ② ③ ④ ⑤ *NA*
- g. Necessary study time and materials are provided for advancement exams ① ② ③ ④ ⑤ *NA*
- h. Promotion opportunity is better than it would have been without a recruiting assignment ① ② ③ ④ ⑤ *NA*
- i. Productive recruiters should be allowed to extend in a specific location ① ② ③ ④ ⑤ *NA*

26. Are you losing qualified applicants to other Services?

- ☐ Yes
☐ No (Go to Question 28)

27. If yes, do you think the reason may be that another Service has better: (Mark all that apply.)

- ☐ Cash bonus incentives
☐ Quality of life
☐ Educational benefits
☐ Image
☐ Length of contract
☐ Advertising
☐ Promotional items
☐ Skill training
☐ Other, please specify:

28. How frequently do you think recruiter improprieties (i.e., bending rules to make goal) occur in your recruiting command?

- ☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

29. How much do you think each of the following contributes to instances of recruiter impropriety?

Not at All
Some
Greatly

- a. Unrealistic recruiting goal ① ② ③
- b. Emphasis on getting high quality applicants ① ② ③
- c. Pressure by superiors to make goal ① ② ③
- d. Too little time to do required paperwork (e.g., waivers, consents, police checks, etc.) ① ② ③
- e. Unrealistic moral standards for applicants (e.g., parking tickets, one time use of marijuana) ① ② ③
- f. Fear of unsatisfactory performance ratings ① ② ③
- g. Self-imposed pressure to excel ① ② ③
- h. Supervisors and recruiters not working as a team ① ② ③
- i. Inappropriate persons being selected for recruiting duty ① ② ③

30. How frequently do you think sexual misconduct between recruiters and applicants occurs in your recruiting command?

- ☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

31. If you had the freedom to select an assignment next month, which of the following would you choose?

- ☐ Remain in recruiting
☐ Return to your previous military specialty/occupation
☐ Select a totally new military specialty/occupation
☐ Leave the Service

32. Which of the following would best describe your recruiting market?

- ☐ Does not apply (i.e., I am not a production recruiter)
(Go to Question 42)
- ☐ Urban/Metro
☐ More urban than rural
☐ Half urban/Half rural
☐ More rural than urban
☐ Rural

33. Approximately how many high school seniors do you have in your recruiting market?

- ☐ Less than 500
☐ 500 to 1,000
☐ 1,001 to 2,000
☐ 2,001 to 3,000
☐ More than 3,000

34. What percentage of the high school seniors in your market would be qualified for enlistment based on AFQT, medical, and moral standards?

- ☐ 0 to 20%
☐ 21 to 40%
☐ 41 to 60%
☐ 61 to 80%
☐ 81 to 100%
☐ Don't know

35. Of those qualified, what percentage do you feel are prospects?

- ☐ 0 to 5%
☐ 6 to 15%
☐ 16 to 30%
☐ 31 to 60%
☐ 61 to 100%
☐ Don't know

36. What percentage of the high school seniors, who would qualify for enlistment, plan to go to college?

- ☐ 0 to 25%
☐ 26 to 50%
☐ 51 to 75%
☐ 76 to 100%
☐ Don't know

37. Of your college-bound market, what percentage require financial support?

- ☐ 0 to 25%
☐ 26 to 50%
☐ 51 to 75%
☐ 76 to 100%
☐ Don't know

38. How would you rate the prospect of graduating seniors in your recruiting market finding a full-time job with satisfactory career potential?

- ☐ Possible for nearly all
☐ Possible for most
☐ Possible for some
☐ Possible for very few to none

39. Compared to civilian pay for recent high school graduates in your local area, is military pay:

- ☐ Higher?
☐ About the same?
☐ Lower?

40. To what extent do you agree or disagree with the following statements about working with schools?

Not Applicable
Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

a. I can talk to seniors at my high school any time ① ② ③ ④ ⑤ NA

b. My schools make high school directory information available to me .. ① ② ③ ④ ⑤ NA

c. I can display posters, brochures, etc., in my schools..... ① ② ③ ④ ⑤ NA

d. I am invited to speak to classes on military topics (e.g., military history) in my schools..... ① ② ③ ④ ⑤ NA

e. My school counselors encourage qualified seniors to talk to me about the military as a career..... ① ② ③ ④ ⑤ NA

f. My school counselors tell students to consider the Service as a way to get money for college..... ① ② ③ ④ ⑤ NA

41. In general, are you invited to Career Day at the high schools in your recruiting market?

- ☐ Yes
☐ No
☐ Does not apply

42. In general, how satisfied are you with the supervision/ leadership within your recruiting service?

- ☐ Very satisfied
☐ Satisfied
☐ Neither satisfied nor dissatisfied
☐ Dissatisfied
☐ Very dissatisfied

43. In general, how satisfied were you with military supervision/leadership before you joined recruiting service?

- ☐ Very satisfied
☐ Satisfied
☐ Neither satisfied nor dissatisfied
☐ Dissatisfied
☐ Very dissatisfied

44. Which of the following are most critical to your success in recruiting? (Select three)

- ☐ Goaling
☐ Administrative procedures
☐ Support (e.g., cars, telephone, computers)
☐ Leadership/Supervision
☐ Family preparation and support
☐ Recruiter selection
☐ Formal training
☐ On-the-job training
☐ National advertising
☐ Local advertising
☐ Promotional items
☐ Education benefits for prospects
☐ Office environment
☐ MEPS

45. Which of the following areas are most in need of improvement? (Select three)

- ☐ Goaling
☐ Administrative procedures
☐ Support (e.g., cars, telephone)
☐ Leadership/Supervision
☐ Family preparation and support
☐ Recruiter selection
☐ Formal training
☐ On-the-job training
☐ National advertising
☐ Local advertising
☐ Promotional items
☐ Education benefits for prospects
☐ Office environment
☐ MEPS

46. What impact do you think efforts to reduce the size of the force have had on the attitudes of youth about enlisting in the military?

- ☐ Positive impact
☐ No impact
☐ Negative impact

47. What impact have efforts to reduce the size of the force had on your work as a recruiter?

- ☐ Positive impact
☐ No impact
☐ Negative impact

48. Do you plan to make recruiting a career?

- ☐ Yes
☐ No
☐ Undecided

49. In general, how satisfied are you with:

Very Dissatisfied
Dissatisfied
Neutral
Satisfied
Very Satisfied

- a. recruiting? 1 2 3 4 5
b. military life? 1 2 3 4 5

50. In the past 12 months, how much did you spend on medical and dental care for you and your dependents that was NOT reimbursed?

→ \$

0	0	0	0
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
8	8	8	8
9	9	9	9

51. What do you spend (on average) each month in the performance of your official duties (e.g., driving related expenses, applicant meals, phone, etc.) that is NOT reimbursed to you?

→ \$

0	0	0	0
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
8	8	8	8
9	9	9	9

52. How much do you spend monthly on housing costs, including utilities, above your BAQ and VHA?

→ \$

0	0	0	0
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
8	8	8	8
9	9	9	9

PLEASE DO NOT WRITE IN THIS AREA



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53. Military health care, including Champus/Tricare providers, are available to me and my family.

- ☐ Yes
☐ No
☐ Don't know

54. This section asks questions about circumstances related to your work.

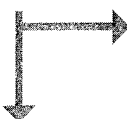
Not Applicable
 Strongly Disagree
 Disagree
 Neutral
 Agree
 Strongly Agree

- a. The location of my recruiting office is important to my applicants..... 1 2 3 4 5 NA
- b. My recruiting office presents a professional environment for potential applicants 1 2 3 4 5 NA
- c. My recruiting office presents a pleasant environment for potential applicants 1 2 3 4 5 NA
- d. My recruiting office is conveniently located and accessible to potential applicants 1 2 3 4 5 NA
- e. The recent increase in Special Duty Assignment Pay provides adequate compensation for recruiting duty 1 2 3 4 5 NA
- f. Recent changes in SDAP will make a positive difference in attracting volunteers into recruiting assignments 1 2 3 4 5 NA

55. In your current assignment, do you recruit Non Prior Service (NPS) contracts?

- ☐ Yes
☐ No (Go to Question 62)

56. a. How many NPS contracts did you recruit the last 12 months?



☐ Don't Know

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

b. How many of these contracts resulted from High School ASVAB leads?

☐ Don't Know

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

57. How would you rate the overall importance of each of the following lead sources for attaining your NPS recruiting goals?

Not Applicable
 Not at All Important
 Not Very Important
 Important
 Very Important
 Extremely Important

- a. High school ASVAB 1 2 3 4 5 NA
- b. High school lists/Student directories... 1 2 3 4 5 NA
- c. Referrals from contracts 1 2 3 4 5 NA
- d. Advertising lead cards 1 2 3 4 5 NA
- e. Selective Service lists 1 2 3 4 5 NA
- f. Other, please specify 1 2 3 4 5 NA



58. What percentage of high schools cooperate by providing access to high school list/student directories:

- ☐ 0-20 Percent
☐ 21-40 Percent
☐ 41-60 Percent
☐ 61-80 Percent
☐ 81-100 Percent
☐ N/A

59. What percentage of high schools cooperate by providing access to students:

- ☐ 0-20 Percent
☐ 21-40 Percent
☐ 41-60 Percent
☐ 61-80 Percent
☐ 81-100 Percent
☐ N/A

60. What percentage of high schools senior names do you have as a result of all lead sources (i.e., ASVAB, high school lists, referrals, advertising lead cards, etc.)?

- ☐ 0-20 Percent
☐ 21-40 Percent
☐ 41-60 Percent
☐ 61-80 Percent
☐ 81-100 Percent
☐ N/A

61. Do your supervisors actively assist recruiters in getting schools to cooperate by visiting schools, writing letters, talking with teachers, counselors, school board members, etc.?

- ☐ Yes, Frequently
☐ Sometimes
☐ No, Never
☐ Not Applicable

62. To what extent do you agree or disagree with the following statements:

Strongly Disagree
Disagree
Neither
Agree
Strongly Agree

- a. I am **not** sure how to gain recognition for my work..... ① ② ③ ④ ⑤
- b. I have the opportunity to earn an award for production..... ① ② ③ ④ ⑤
- c. The awards available to me have important effects on my career..... ① ② ③ ④ ⑤
- d. Some recruiters are not successful because they lack aptitude for sales..... ① ② ③ ④ ⑤
- e. **Only** team quotas are used in my office.. ① ② ③ ④ ⑤
- f. The good recruiters in my office make up for others who can't make their quota..... ① ② ③ ④ ⑤
- g. The contract quotas I am given reflect the actual accession requirements..... ① ② ③ ④ ⑤
- h. Working hard just makes more work for me in the future..... ① ② ③ ④ ⑤
- i. Recruiter leadership does a good job in keeping recruiters informed of initiatives to improve quality-of-life (i.e., housing, medical, pay, CONUS COLA, child care, etc.)..... ① ② ③ ④ ⑤
- j. The morale of the recruiters I work with is good..... ① ② ③ ④ ⑤
- k. People are being recruited into the military who are likely to attrit later..... ① ② ③ ④ ⑤

63. This section of questions asks how your work has changed since 1994 or since you began.

Much Less
Less
Same
Greater
Much Greater

- a. The amount of contact you have with key influencers such as the parents and brothers and sisters of prospects is..... ① ② ③ ④ ⑤
- b. The number of times you visit the high schools in your market is..... ① ② ③ ④ ⑤
- c. The types/value of incentive packages you can discuss with your prospects is... ① ② ③ ④ ⑤

63. CONTINUED

Much Less
Less
Same
Greater
Much Greater

- d. The overseas assignment opportunity you can discuss is..... ① ② ③ ④ ⑤
- e. The amount of time you spend interacting with youth, actively recruiting is..... ① ② ③ ④ ⑤
- f. The number of hours per week I spend performing duty-related tasks is..... ① ② ③ ④ ⑤
- g. The amount of participation in community events to support my recruiting job is..... ① ② ③ ④ ⑤
- h. The number of work hours required to meet goal is..... ① ② ③ ④ ⑤
- i. The amount of paperwork required to get reimbursed for recruiting expenses is..... ① ② ③ ④ ⑤
- j. The amount of money the recruiters have to pay for medical expenses is..... ① ② ③ ④ ⑤
- k. The amount of free time the recruiters have to attend to personal duties is..... ① ② ③ ④ ⑤
- l. The staffing level for recruiters in your office is..... ① ② ③ ④ ⑤
- m. The experience level of your fellow recruiters is..... ① ② ③ ④ ⑤

64. My spouse would have benefited from an orientation program where the hardships of a recruiting assignment are explained and where the leadership hears concerns raised by my spouse.

- ☐ N/A, My spouse did attend an orientation or its equivalent
☐ N/A, I have no spouse
☐ Yes
☐ No
☐ Don't know

65. During a typical recruiting month before prospects have been screened by MEPS, I have had to turn some away with minor medical conditions (e.g., asthma or persons who had been using Ritalin after their 16th birthday) who otherwise would probably have been acceptable. The number who fit this situation is:

- ☐ N/A
☐ 0-4
☐ 5-9
☐ 10 or more

PLEASE DO NOT WRITE IN THIS AREA



1000133

66. This survey is the fourth DoD recruiter survey (since 1989). Which of the following best describes your belief about the 1996 Recruiter Survey?

- ☐ Results are likely to have an impact on Recruiter policies and resources.
- ☐ No opinion
- ☐ Results are not likely to have an impact on Recruiter policies and resources.

67. What is your current paygrade?

- ☐ E-4 ☐ E-7 ☐ Officer
☐ E-5 ☐ E-8
☐ E-6 ☐ E-9

68. What is the highest grade or degree you have completed? (Mark only one.)

- ☐ Less than 12 years of school (no diploma)
- ☐ GED or High School Certificate
- ☐ High School Diploma
- ☐ Some college, but did not graduate
- ☐ 2-year college degree
- ☐ 4-year college degree
- ☐ Graduate degree
- ☐ Other

69. Are you of Spanish/Hispanic origin or descent?

- ☐ No (not Spanish/Hispanic)
☐ Yes, Mexican, Mexican-Amer., Chicano
☐ Yes, Puerto Rican
☐ Yes, Cuban
☐ Yes, Other Spanish/Hispanic

70. What race do you consider yourself to be?
(Mark one.)

- ☐ White
☐ Black or African-Amer.
☐ Indian (Amer.) or Eskimo or Aleut
☐ Asian or Pacific Islander
☐ Other race

☐ Other race

71. Are you:

- ☐ Male
☐ Female

72. What is your current marital status?

- ☐ Never married
☐ Married
☐ Legally separated
☐ Divorced
☐ Widowed

Today's Date			
MO.		DAY	
0	0	0	0
1	1	1	1
	2	2	2
	3	3	3
	4		4
	5		5
	6		6
	7		7
	8		8
	9		9

73. What is today's date?

COMMENTS SECTION—Please Print

74. What do you believe are the most pressing problems facing recruiters today?

[illegible]

75. What can DoD and your Service do to help your recruiting efforts?

76. If you have comments that you were not able to express in answering the survey, please write them in the space provided.

Thank you for your participation!

Please mail the survey in the envelope provided. If the envelope is missing, mail your completed survey to:

Data Recognition Corporation
P.O. Box 9002
Minnetonka, MN 55345

1000133

APPENDIX B
DETAILED SELF-SELECTION BIAS ANALYSIS

APPENDIX B: DETAILED SELF-SELECTION BIAS ANALYSIS

Race/Ethnicity

Table B-1 shows that respondents are significantly different from nonrespondents with respect to race/ethnicity in the overall sample. However, for specific Service Branch/Components this was not always the case. For example, Navy Reserve, Air Force Reserve, and Air National Guard show no statistically significant difference in race/ethnic composition between respondents and nonrespondents. Further, for other service branch/components there is no statistically significant difference between respondents and nonrespondents with respect to Hispanic origin. This may be due to the small numbers of Hispanics in each Service Branch/Component. However for the total sample, there is a statistically significant difference between respondents and nonrespondents with respect to Hispanic origin.

Gender

The majority of the Service Branch/Components show no statistically significant differences in response by gender. Only Army and Air Force respondents are significantly more likely to be male than nonrespondents. However, overall the gender distributions of Army and Air Force recruiters are more male. (See Table B-2.)

Marital Status

The majority of the Service Branch/Components show no statistically significant differences in response by marital status. Only Air Force respondents are significantly more likely to be married than non-respondents. However, the majority of Air Force recruiters are married; thus the overall pattern has not changed. (See Table B-3.)

Number of Dependents

The number of dependents was re-coded to be "1" if recruiter has at least one dependent, and "0" if the recruiter has no dependents. No statistically significant difference was found between those who had dependents and those who did not with respect to response to the survey. (See Table B-4.)

Educational Attainment

Educational attainment was categorized into three groups: less than high school; high school diploma/GED; and more than high school. No statistically significant difference was found in the distribution of educational attainment between those who responded to the survey and those who did not respond. (See Table B-5.)

Table B-1

Differences in Response Rate by Race/Ethnicity (Percentage)

	<u>Returned Survey</u>		<u>Chi-square</u>	
	Yes	No	Value	Significance
Total Survey Sample				
White (N=4,030)	68.16	31.84	91.251	0.001
Black (N=1,276)	53.21	46.79	87.350	0.001
Hispanic (N=374)	57.75	42.25	7.476	0.006
Active-Duty DoD				
White	63.97	36.03	62.928	0.001
Black	49.74	50.26	52.284	0.001
Hispanic	50.40	49.60	9.424	0.002
Army				
White	71.02	28.98	32.369	0.001
Black	53.38	46.62	41.953	0.001
Hispanic	60.71	39.29	0.722	0.395
Navy				
White	59.83	40.17	14.083	0.001
Black	45.92	54.08	9.959	0.002
Hispanic	45.83	54.17	3.576	0.059
Marine Corps				
White	52.00	48.00	9.927	0.002
Black	43.33	56.67	2.715	0.099
Hispanic	38.03	61.97	3.068	0.080
Air Force				
White	71.63	28.37	9.119	0.003
Black	53.76	46.24	10.309	0.001
Hispanic	65.22	34.78	0.104	0.747
Reserve/National Guard				
White	74.55	25.45	9.705	0.002
Black	64.36	35.64	13.714	0.001
Hispanic	72.58	27.42	0.011	0.917
Army Reserve				
White	75.78	24.22	9.683	0.002
Black	61.04	38.96	11.782	0.001
Hispanic	68.75	31.25	0.215	0.643
Army National Guard				
White	74.04	25.96	5.859	0.015
Black	59.15	40.85	7.179	0.007
Hispanic	70.69	29.31	0.129	0.720
Navy Reserve				
White	63.46	36.54	0.031	0.859
Black	54.55	45.45	0.438	0.508
Hispanic	100.00	0.00	2.449	0.118
Air Force Reserve				
White	66.97	33.03	0.062	0.803
Black	66.67	33.33	0.007	0.936
Hispanic	60.00	40.00	0.272	0.602
Air National Guard				
White	80.50	19.50	0.006	0.936
Black	84.78	15.22	0.321	0.571
Hispanic	85.00	15.00	0.269	0.604

Table B-2
Differences in Response Rate by Gender (Percentage)

	Male	Female	<u>Chi-square</u>	
			Value	Significance
Total Survey Sample	N=5,185	N=501	4.332	0.037
Returned Survey	64.74	60.08		
Non-returned Survey	35.26	39.92		
Active-Duty DoD			6.457	0.011
Returned Survey	60.13	51.39		
Non-returned Survey	39.87	48.61		
Army			7.581	0.006
Returned Survey	65.82	50.63		
Non-returned Survey	34.18	49.37		
Navy			0.120	0.729
Returned Survey	56.72	54.76		
Non-returned Survey	43.28	45.24		
Marine Corps			2.566	0.109
Returned Survey	48.28	25.00		
Non-returned Survey	51.72	75.00		
Air Force			4.440	0.035
Returned Survey	69.71	53.66		
Non-returned Survey	30.29	46.34		
Reserve/National Guard			6.794	0.009
Returned Survey	74.07	66.67		
Non-returned Survey	25.93	33.33		
Army Reserve			2.179	0.140
Returned Survey	73.46	66.34		
Non-returned Survey	26.54	33.66		
Army National Guard			6.694	0.010
Returned Survey	73.86	59.09		
Non-returned Survey	26.14	40.91		
Navy Reserve			0.196	0.405
Returned Survey	62.71	69.23		
Non-returned Survey	37.29	30.77		
Air Force Reserve			0.694	0.405
Returned Survey	69.31	61.29		
Non-returned Survey	30.69	38.71		
Air National Guard			1.565	0.211
Returned Survey	82.41	75.68		
Non-returned Survey	17.59	24.32		

Table B-3
Differences in Response Rate by Marital Status (Percentage)

	Married	Not Married	Chi-square	
			Value	Significance
Total Survey Sample	N= 4,769	N=915	1.111	0.292
Returned Survey	64.65	62.84		
Non-returned Survey	35.35	37.16		
Active-Duty DoD			2.048	0.152
Returned Survey	60.10	56.91		
Non-returned Survey	39.90	43.09		
Army			0.731	0.393
Returned Survey	64.57	67.82		
Non-returned Survey	35.43	32.18		
Navy			0.460	0.498
Returned Survey	57.14	53.80		
Non-returned Survey	42.86	46.20		
Marine Corps			0.802	0.370
Returned Survey	48.59	44.62		
Non-returned Survey	51.41	55.38		
Air Force			4.571	0.033
Returned Survey	69.98	55.56		
Non-returned Survey	30.02	44.44		
Reserve/National Guard			0.230	0.631
Returned Survey	73.31	72.07		
Non-returned Survey	26.69	27.93		
Army Reserve			0.001	0.978
Returned Survey	72.47	72.59		
Non-returned Survey	27.53	27.41		
Army National Guard			0.257	0.612
Returned Survey	73.04	70.87		
Non-returned Survey	26.96	29.13		
Navy Reserve			0.002	0.965
Returned Survey	64.91	64.29		
Non-returned Survey	35.09	35.71		
Air Force Reserve			0.155	0.694
Returned Survey	66.67	70.83		
Non-returned Survey	33.33	29.17		
Air National Guard			1.051	0.305
Returned Survey	81.86	75.86		
Non-returned Survey	18.14	24.14		

Table B-4

Differences in Response Rate by Whether or Not Have Dependents

	Yes, Has Dependents	No Dependents	<u>Chi-square</u>	
			Value	Significance
Total Survey Sample	N=5,026	N=646	0.140	0.709
Returned Survey	64.52	63.78		
Non-returned Survey	35.48	36.22		
Active-Duty DoD			0.029	0.865
Returned Survey	59.82	59.38		
Non-returned Survey	40.18	40.62		
Army			1.360	0.243
Returned Survey	64.51	69.14		
Non-returned Survey	35.49	30.86		
Navy			0.000	0.996
Returned Survey	56.80	56.78		
Non-returned Survey	43.20	43.22		
Marine Corps			1.309	0.253
Returned Survey	48.95	42.71		
Non-returned Survey	51.05	57.29		
Air Force			0.059	0.808
Returned Survey	68.45	66.67		
Non-returned Survey	31.55	33.33		
Reserve/National Guard			0.132	0.716
Returned Survey	73.14	72.00		
Non-returned Survey	26.86	28.00		
Army Reserve			0.223	0.637
Returned Survey	72.67	70.00		
Non-returned Survey	27.33	30.00		
Army National Guard			0.258	0.611
Returned Survey	72.99	70.53		
Non-returned Survey	27.01	29.47		
Navy Reserve			0.440	0.507
Returned Survey	62.30	72.73		
Non-returned Survey	37.70	27.27		
Air Force Reserve			0.078	0.779
Returned Survey	67.77	63.64		
Non-returned Survey	32.23	36.36		
Air National Guard			0.028	0.868
Returned Survey	80.43	81.58		
Non-returned Survey	19.57	18.42		

Table B-5

Differences in Response Rate by Educational Attainment

	Less than High School	High School Only	More than High School	<u>Chi-square</u> Value	Significance
Total Survey Sample	N=56	N=2,664	N=2,782	61.760	0.001
Returned Survey	78.57	68.81	59.85		
Non-returned Survey	21.43	31.19	40.15		
Active-Duty DoD				27.132	0.001
Returned Survey	no cases	65.17	57.32		
Non-returned Survey	no cases	34.83	42.68		
Army				1.378	0.241
Returned Survey	no cases	66.01	64.31		
Non-returned Survey	no cases	33.99	35.69		
Navy				0.002	0.966
Returned Survey	no cases	54.79	57.18		
Non-returned Survey	no cases	45.21	42.82		
Marine Corps				1.395	0.238
Returned Survey	no cases	57.69	46.56		
Non-returned Survey	no cases	42.31	53.44		
Air Force				0.015	0.902
Returned Survey	no cases	66.76	73.15		
Non-returned Survey	no cases	33.24	26.85		
Reserve/National Guard				3.869	0.145
Returned Survey	78.57	71.70	76.06		
Non-returned Survey	21.43	28.30	23.94		
Army Reserve				2.270	0.321
Returned Survey	79.63	69.91	72.07		
Non-returned Survey	20.37	30.09	27.93		
Army National Guard				2.738	0.254
Returned Survey	0.00	72.63	73.72		
Non-returned Survey	100.00	27.37	26.28		
Navy Reserve				0.629	0.730
Returned Survey	100.00	62.50	66.67		
Non-returned Survey	0.00	37.50	33.33		
Air Force Reserve				1.510	0.219
Returned Survey	no cases	64.71	76.67		
Non-returned Survey	no cases	35.29	23.33		
Air National Guard				1.950	0.163
Returned Survey	no cases	78.26	85.39		
Non-returned Survey	no cases	21.74	14.61		

Pay Grade

Pay grade was categorized into two groups: less than pay grade E-7, and pay grades E-7 or higher. Overall, nonrespondents had higher percentages of recruiters with pay grade less than E-7. None of the Reserve/National Guard recruiters shows statistically significant differences in pay grade classification. However, the Active-Duty DoD recruiters showed significant differences in pay grade classification between respondents and nonrespondents. Respondents had higher percentages of recruiters with pay grade less than E-7, unlike the results overall. This is driven by the statistically significant differences in distribution of pay grade found in Army respondents and nonrespondents. (See Table B-6.)

Age Group

For this continuous variable means were used to analyze differences between respondents and nonrespondents. Information on statistical significance of the difference in means was gained by using the t-test. Overall, those who responded were statistically significantly older than those who did not respond. However, the difference in mean age between those who responded and those who did not respond was less than one year in age. Only Army, Marine Corps, and Air Force recruiters showed significant differences in mean age between those who responded and those who did not respond. Army and Air Force nonrespondent recruiters were, on average, older than respondents, while Marine Corps respondent recruiters were older than nonrespondents. (See Table B-7.)

AFQT Score (Active-Duty DoD Only)

For this continuous variable means were used to analyze differences between respondents and nonrespondents. This information was collected only for Active-Duty DoD recruiters. Respondents, regardless of Service Branch had higher AFQT scores than nonrespondent recruiters. These results were significant at the 0.01 level (See Table B-8.)

Table B-6
Differences in Response Rate by Pay Grade

	Less than E-7	E-7 or greater	<u>Chi-square</u>	
			Value	Significance
Total Survey Sample	N=3,729	N=1,957	11.030	0.001
Returned Survey	62.81	67.25		
Non-returned Survey	37.19	32.75		
Active-Duty DoD			3.414	0.065
Returned Survey	60.34	56.53		
Non-returned Survey	39.66	43.47		
Army			9.718	0.002
Returned Survey	67.23	58.33		
Non-returned Survey	32.77	41.67		
Navy			0.067	0.795
Returned Survey	56.74	55.63		
Non-returned Survey	43.26	44.38		
Marine Corps			0.672	0.412
Returned Survey	47.24	51.09		
Non-returned Survey	52.76	48.91		
Air Force			0.219	0.640
Returned Survey	68.53	64.29		
Non-returned Survey	31.47	35.71		
Reserve/National Guard			0.045	0.832
Returned Survey	72.74	73.17		
Non-returned Survey	27.26	26.83		
Army Reserve			0.439	0.507
Returned Survey	73.70	71.39		
Non-returned Survey	26.30	28.61		
Army National Guard			0.742	0.389
Returned Survey	70.39	73.46		
Non-returned Survey	29.61	26.54		
Navy Reserve			1.163	0.281
Returned Survey	62.86	100.00		
Non-returned Survey	37.14	0.00		
Air Force Reserve			0.092	0.762
Returned Survey	69.44	66.67		
Non-returned Survey	30.56	33.33		
Air National Guard			0.063	0.802
Returned Survey	80.00	81.20		
Non-returned Survey	20.00	18.80		

Table B-7

Differences in Response Rate by Age of Respondents (Mean years)

	<u>Returned Surveys</u>		Significance
	Yes	No	
Total Survey Sample	34.57	33.70	p < 0.01
Active-Duty DoD	31.73	31.92	n.s.
Army	31.23	31.89	p < 0.01
Navy	32.19	32.27	n.s.
Marine Corps	31.68	30.96	p < 0.05
Air Force	32.56	33.66	p < 0.01
Reserve/National Guard	38.82	38.63	n.s.
Army Reserve	37.30	37.36	n.s.
Army National Guard	40.75	40.18	n.s.
Navy Reserve	34.61	35.54	n.s.
Air Force Reserve	37.65	37.91	n.s.
Air National Guard	38.10	38.34	n.s.

Table B-8

Differences in Response Rate by AFQT Score (Mean AFQT score)

	<u>Returned Surveys</u>		Significance
	Yes	No	
Total Survey Sample	--	--	--
Active-Duty DoD	56.45	51.51	p < 0.01
Army	54.63	50.29	p < 0.01
Navy	57.86	53.68	p < 0.01
Marine Corps	54.03	49.89	p < 0.01
Air Force	62.27	53.99	p < 0.01
Reserve/National Guard	--	--	--
Army Reserve	--	--	--
Army National Guard	--	--	--
Navy Reserve	--	--	--
Air Force Reserve	--	--	--
Air National Guard	--	--	--

APPENDIX C

WEIGHTS FOR SERVICE/BRANCH COMPONENTS

Table C-1

Weights for 1996 Military Recruiter Survey with Imputed Service Branch Information (Used in Regression Analysis of Report)

Service Branch/Component	XNALL ¹	XN	XPOPALL	XPOPNEW	XNEWWGT
Army	1130	1020	3977	3589.858	3.5195
Navy	610	560	2158	1981.115	3.5377
Marine Corps	472	417	1827	1613.098	
13 double listed cases ²					1.9624
all other cases					3.9248
Air Force	467	351	860	647.074	
1 double listed case ²					0.9218
all other cases					1.8435
Coast Guard	156	100	191	122.436	1.2244
Army Reserve	457	428	1038	972.131	2.2713
Army National Guard	780	624	2595	2076.000	3.3269
Navy Reserve	279	222	626	497.878	
1 double listed case ²					1.1239
all other cases					2.2478
Air Force Reserve	179	86	232	111.464	1.2961
Air National Guard	298	221	350	259.564	1.1745

¹ Includes 6 DRC ineligible cases as part of the Full Data Set available.

² In the Sampling Frame there were 43 pairs of cases that were found to have duplicate SSN numbers. Nineteen of these cases were chosen for the Sample of 7,162 (originally 7,173). In the Full Data set of 4,828, 15 of the double listed cases returned a survey: 13 in the Marine Corps, of which 12 cases met analysis criteria and 1 case which did not meet analysis criteria; 1 case in the Air Force which did not meet analysis criteria; and 1 case in the Navy Reserve that met analysis criteria.

Table C-2

Weights for 1996 Military Recruiter Survey for Crosstabulations in Report¹

Service Branch/Component	NALL ²	N	POPALL	POPNEW	NEWWT
Army	1125	1019	3977	3602.278	3.5351
Navy	607	559	2158	1987.351	3.5552
Marine Corps	471	417	1832 ⁴	1620.995	1.9720
13 double listed cases ³ all other cases					3.9440
Air Force	467	351	860	647.074	0.9218
1 double listed case ³ all other cases					1.8435
Coast Guard	154	100	191	124.026	1.2402
Army Reserve	445	417	1038	972.688	2.3326
Army National Guard	776	621	2595	2076.669	3.3441
Navy Reserve	274	217	626	495.536	1.1444
1 double listed case ³ all other cases					2.2888
Air Force Reserve	179	86	232	111.464	1.2961
Air National Guard	297	221	350	260.438	1.1784

¹ See Table C-1 for final weights using imputed information.² Does not include DRC ineligible in NALL, except in Air National Guard.³ In the Sampling Frame there were 43 pairs of cases that were found to have duplicate SSN numbers. Nineteen of these cases were chosen for the Sample of 7,162 (originally 7,173). In the Full Data set of 4,828, 15 of the doubled listed cases returned a survey: 13 in the Marine Corps, of which 12 cases met analysis criteria and 1 case which did not meet analysis criteria; 1 case in the Air Force which did not meet analysis criteria; and 1 case in the Navy Reserve that met analysis criteria.⁴ An error was made in counting the number of Marine Corps recruiters in the Master File.

Each of the values expressed in the tables are particular to the Service Branch/Component.

Variable Name	Definition
NALL	Number of Recruiter surveys in the Full Data Set for SRSVC (TOTAL=4,795). ¹
XNALL	Number of Recruiter surveys in the Full Data for XSVC – regardless of DRC eligibility criteria ² uses information for service branch from Master File where missing on the survey, takes care of 29 cases that were returned blank and service branch was coded inaccurately (TOTAL=4,828)
N	Number of Recruiter surveys in the Restricted Data Set. The criteria for being in the Restricted Data Set are as follows: (1) no missing information on Survey for Service Branch; (2) At least one year of recruiting experience (Q3 ge 1 and not missing information); and (3) have monthly goals (Q20 not equal to .T, .N, .A, or no response). (TOTAL=4,008)
XN	Number of Recruiter surveys in the Restricted Data Set. The same criteria exist as with N, except that missing service branch information has been imputed from Master File. (TOTAL=4,029)
POPALL	Number of Recruiters in the Sampling Frame (TOTAL=13,859) ³
XPOPALL	Number of Recruiters in the Sampling Frame (TOTAL=13,854)
POPNEW	Estimated number of recruiters in the Sampling Frame that would meet criteria for being in the Restricted Data Set – calculated using the equation: $[(N/NALL)*POPALL]$
XPOPNEW	Estimated number of recruiters in the Sampling Frame that would meet criteria for being in the Restricted Data Set – calculated using the equation: $[(XN/XNALL)*XPOPALL]$
NEWWGT	Takes into consideration the 13 special paired cases in the Restricted Data Set ⁴ which had duplicated SSN numbers in the Sampling Frame. For these 13 special paired cases $NEWWGT=0.5*(POPALL/NALL)$; otherwise $NEWWGT = POPALL/NALL$.
XNEWWGT	Takes into consideration the 13 special paired cases in the Restricted Data Set ⁵ which had duplicated SSN numbers in the Sampling Frame. For these 13 special paired cases $XNEWWGT=0.5*(XPOPALL/XNALL)$; otherwise $XNEWWGT = XPOPALL/XNALL$.

¹ Except for Air National Guard, NALL does not reflect DRC ineligible cases. There were 6 cases total that were coded as ineligible by DRC: 3 in the Army, 1 in the Navy, 1 in the Coast Guard and 1 in the Air National Guard.

² Unlike NALL, XNALL does include those 6 cases that DRC coded as ineligible.

³ It was determined that an error was made in recording the total number of Marine Corp recruiters in the Master File. Thus the total number of recruiters in POPALL is five greater than that found in XPOPALL.

⁴ In the Sampling Frame there were 43 pairs of cases that were found to have duplicate SSN numbers. Nineteen of these cases were chosen for the Sample population of 7,162. In the Full Data set of 4,795, 15 of these cases returned a survey: 13 in the Marine corps, of which 12 met analysis criteria and 1 case which did not meet analysis criteria; 1 case in the Air Force which did not meet analysis criteria; and 1 case in the Navy Reserve that met analysis criteria.

⁵ In the Sampling Frame there were 43 pairs of cases that were found to have duplicate SSN numbers. Nineteen of these cases were chosen for the Sample of 7,162. In the Full Data set of 4,828, 15 cases returned a survey: 13 in the Marine corps, of which 12 cases met analysis criteria and 1 case which did not meet analysis criteria; 1 case in the Air Force which did not meet analysis criteria; and 1 case in the Navy Reserve that met analysis criteria.

APPENDIX D

CROSSWALK OF SURVEY QUESTIONS
FOR THE 1996, 1994, 1991, and 1989
DoD RECRUITER SURVEYS

Below provides a question by question comparison of survey items found on the 1996, 1994, 1991, and 1989 Recruiter Surveys.

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
<p>Question 1: What is your branch of Service/Reserve Component?</p> <p>Variable: SRSVC, XSVC</p> <p>1 - Army 2 - Navy 3 - Marine Corps 4 - Air Force 5 - Coast Guard 6 - Army Reserve 7 - Army National Guard 8 - Navy Reserve 9 - Air Force Reserve 10 - Air National Guard - No Response A - Multiple Response</p>	<p>Question 1: Same as 1996</p> <p>Variable: Q1</p> <p>1 - Army 2 - Navy 3 - Air Force 4 - Marine Corps 5 - Coast Guard 6 - Army Reserve 7 - Navy Reserve 8 - Air Force Reserve 9 - Army National Guard 10 - Air National Guard</p>	<p>Question 1: Same as 1996</p> <p>Variable: R91Q1</p> <p>Same as 1994, Coast Guard not included in survey</p>	<p>Question 1: Same as 1996</p> <p>Variable: R89Q1</p> <p>Same as 1994, Only Active-Duty DoD included in survey</p>
<p>Question 2: Which of the following <u>best</u> describes your current job?</p> <p>Variable: R9602</p> <p>1 - Recruiter trainer 2 - Production recruiter 3 - Health care professional recruiter 4 - Recruiter supervisor 5 - MEPS counselor/Liaison 6 - Other - No response A - Multiple response</p>	<p>Question 2: Same as 1996</p> <p>0 - Not Marked 1 - Marked - No response M - Implied Continuation I - Incomplete Grid</p> <p>Q2A - Recruiter trainer Q2B - Officer/Enlisted recruiter Q2C - Health Care Professional Recruiter Q2D - Recruiter in charge/Supervisor Q2E - MEPS counselor/Liaison Q2F - Other Q2G - Other, please specify: 0 - Not Specified 1 - Specified</p>	<p>Question 6: Same as 1996</p> <p>0 - Not Marked 1 - Marked</p> <p>R91Q2A - Same as 1994 R91Q2B - Same as 1994 R91Q2C - Same as 1994 R91Q2D - Same as 1994 R91Q2E - Same as 1994 R91Q2F - Same as 1994</p> <p>G. N/A</p>	<p>Question 6: Which of the following <u>best</u> describes your current job?</p> <p>0 - Not Marked 1 - Marked</p> <p>R89Q2A - Same as 1994 R89Q2B - Same as 1994 R89Q2C - Same as 1994 R89Q2D - Same as 1994 R89Q2E - Same as 1994 R89Q2F - Same as 1994</p> <p>G. N/A</p>

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
<p>Question 3: How long have you been assigned to recruiting?</p> <p>Variable: R9603</p> <p>1 - Less than one year 2 - 1 year, but less than 2 3 - 2 years, but less than 3 4 - 3 years, but less than 6 5 - More than 6 years .- No response</p>	<p>Question 3: Same as 1996</p> <p>Variable: Q3</p> <p>0 - Less than one year 1 - 1 year, but less than 2 2 - 2 years, but less than 3 3 - 3 years, but less than 6 4 - More than 6 years .- No response</p>	<p>Question 7: Same as 1996</p> <p>Variable: R91Q3</p> <p>Same as 1994</p>	<p>Question 7: Same as 1996</p> <p>Variable: R89Q3</p> <p>Same as 1994</p>
<p>Question 4: Did you volunteer to be a recruiter?</p> <p>Variable: R9604</p> <p>1 - I was assigned to recruiting duty and not given a choice 2 - I "volunteered" but really had no choice 3 - I truly volunteered but would prefer a different assignment 4 - I truly volunteered and wanted this assignment 5 - Other .- No Response .A - Multiple response error</p>	<p>Question 4: Same as 1996</p> <p>Variable: Q4</p> <p>0 - No 1 - Yes .- No response</p>	<p>Question 8: Same as 1996</p> <p>Variable: R91Q4</p> <p>Same as 1994</p>	<p>Question 8: Same as 1996</p> <p>Variable: R89Q4</p> <p>Same as 1994</p>

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
<p>Question 5: How important do you think each of the following is to your effectiveness as a recruiter?</p> <p>1 - Extremely Important 2 - Very Important 3 - Somewhat Important 4 - Not Very Important 5 - Not at All Important .- No Response .A - Multiple Response .N - Not Applicable</p> <p>R9605A. Race/ethnic/cultural make-up of duty location similar to your cultural background. R9605B. Having family and friends nearby R9605C. Duty location similar to the neighborhood(s) in which you spent your youth. R9605D. Familiarity with your recruiting area.</p>	<p>Question 5: Same as 1996</p> <p>5 - Very Important 4 - Somewhat Important 3 - Neutral 2 - Somewhat Unimportant 1 - Not at All Important .- No Response .A - Multiple Response</p> <p>Q5A. Same as 1996. Q5B. Same as 1996. Q5C. Same as 1996. Q5D. Same as 1996</p>	<p>Question 9: Same as 1996</p> <p>Same as 1994</p> <p>R91Q5A. Same as 1996. R91Q5B. Closeness to family and friends. R91Q5C. Same as 1996. R91Q5D. Same as 1996</p>	<p>Question 9: Same as 1996</p> <p>Same as 1994</p> <p>R91Q5A. Race/ethnic/cultural make-up of duty location similar to your race/ethnic/ cultural background R91Q5B. Same as 1991 R91Q5C. Same as 1996. R91Q5D. Same as 1996</p>
<p>Question 6: Were you given the opportunity to state preferences for your duty location?</p> <p>1 - Yes 2 - No .- No Response .A - Multiple Response Error</p> <p>R9606B. Are you pleased with your duty location?</p> <p>1 - Yes 2 - No .- No Response .A - Multiple Response Error</p>	<p>Question 6: Q6A. Same as 1996</p> <p>1 - Yes 0 - No .- No Response .A - Multiple Response Error</p> <p>Q6B. Same as 1996</p> <p>1 - Yes 0 - No .- No Response .A - Multiple Response Error</p>	<p>Question 10: R91Q6A. Same as 1996</p> <p>Same as 1994</p> <p>B) N/A</p>	<p>Question 10: R89Q6A. Same as 1996</p> <p>Same as 1994</p> <p>B) N/A</p>

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
<p>Question 7: What is the average ONE-WAY driving time from your residence to your duty location?</p> <p>Variable: R9607</p> <p>1 - Less than 15 minutes 2 - 15-30 minutes 3 - 31-60 minutes 4 - More than 1 hour . - No response</p>	<p>Question 7: Same as 1996</p> <p>Variable: Q7</p> <p>1 - Less than 15 minutes 2 - 15-30 minutes 3 - 31-60 minutes 4 - More than 1 hour . - No response .A - Multiple Response Error</p>	<p>Question 11: Same as 1996</p> <p>Variable: R91Q7</p> <p>Same as 1994</p>	<p>Question 11: Same as 1996</p> <p>Variable: R89Q7</p> <p>Same as 1994</p>
<p>Question 8: In general, how safe are the following areas?</p> <p>1 - Extremely Safe 2 - Somewhat Safe 3 - Neutral 4 - Somewhat Unsafe 5 - Extremely Unsafe . - No response</p> <p>R9608A. Your residence? R9608B. Your recruiting area/zone? R9608C. Your office location? R9608D. Your parking location?</p>	<p>Question 8: Same as 1996</p> <p>5 - Extremely Safe 4 - Somewhat Safe 3 - Neutral 2 - Somewhat Unsafe 1 - Extremely Unsafe . - No response</p> <p>Q8A. Same as 1996 Q8B. Same as 1996 Q8C. Same as 1996 Q8D. Same as 1996</p>	<p>Question 12: Same as 1996</p> <p>Same as 1994</p> <p>R91Q8A. Same as 1996 R91Q8B. Same as 1996 R91Q8C. Same as 1996 R91Q8D. Same as 1996</p>	<p>Question 12: Same as 1996</p> <p>Same as 1994</p> <p>R89Q8A. Same as 1996 R89Q8B. Your recruiting area? R89Q8C. Same as 1996 R89Q8D. Same as 1996</p>

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
<p>Question 9: R9609A. On average, what is the total number of hours per week you spend performing duty-related tasks?</p> <p>1 - 40 hours or less 2 - 41-50 hours 3 - 51-60 hours 4 - 61-70 hours 5 - 71-80 hours 6 - More than 80 hours . - No response</p> <p>R9609BR. What time of day do you usually finish work (RECODE) . - No response .O - Out of range error .I - Incomplete grid error (00:00 to 23:59)</p> <p>Question 10: During the past year, have you voluntarily not taken leave due to the demands of your job?</p> <p>Variable: R9610 1 - Yes 2 - No . - No response</p> <p>Question 11: During the past year, did you request annual leave and have the request denied?</p> <p>Variable: R9611 1 - Yes 2 - No . - No response</p> <p>Question 12: How many days of annual leave did you take last year?</p>	<p>Question 9: Q9A. Same as 1996</p> <p>Same as 1996</p> <p>Q9B. Same as 1996</p> <p>Same as 1996</p> <p>Question 10: During the past year, have the demands of your job prevented you from taking annual leave?</p> <p>Variable: Q10 1 - Yes 0 - No . - No response .A - Multiple response error</p> <p>Question 11: Same as 1996</p> <p>Variable: Q11 1 - Yes 0 - No . - No response .A - Multiple response error</p> <p>Question 12: Same as 1996</p>	<p>Question 13: R91Q9A. Same as 1996</p> <p>Same as 1996</p> <p>B) N/A</p> <p>Question 14: Same as 1994</p> <p>Variable: R91Q10 Same as 1994</p> <p>Question 15: Same as 1996</p> <p>Variable: R91Q11 Same as 1994</p> <p>Question 16: Same as 1996</p>	<p>Question 13: R89Q9A. Same as 1996</p> <p>1 - 40 hours or less 2 - 41-50 hours 3 - 51-60 hours 4 - 61-80 hours 5 - More than 80 hours . - No response</p> <p>B) N/A</p> <p>Question 14: Same as 1994</p> <p>Variable: R89Q10 Same as 1994</p> <p>N/A</p> <p>Question 15: Same as 1996</p>

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
Variable: R9612 1 - 0 to 3 days 2 - 4 to 7 days 3 - 8 to 14 days 4 - 15 to 29 days 5 - 30 or more days . - No response	Variable Q12 Same as 1996	Variable R9612 Same as 1996	Variable: R89Q12 Same as 1996
Question 13: What percentage of the days you were on leave did you work at least part of the day on work-related tasks? Variable: R9613 1 - None 2 - 1 to 5 percent 3 - 6 to 15 percent 4 - 16 to 40 percent 5 - Over 40 percent . - No response	Question 13: Same as 1996 Variable: Q13 0 - None 1 - 1 to 5 percent 2 - 6 to 15 percent 3 - 16 to 40 percent 4 - Over 40 percent . - No response	Question 17: Same as 1996 Variable: R91Q13 Same as 1994	N/A
Question 14: Compared with living conditions in base housing, how do you rate your current living conditions with respect to quality and cost? R9614AR: Quality (Recode) 1 - Better 2 - Same 3 - Worse . - No response U - N/A, currently living on base C - N/A, response inconsistent with response of screening (skip) question N - N/A - never lived on base R9614BR: Cost (Recode) 1 - More 2 - Same 3 - Less	Question 14: Same as 1996 Q14A: Not Applicable . - No response .A - Multiple Response .N - Valid Skip 85 - Both N/As 86 - NA (Never lived on base) 87 - NA (Currently living on base) 88 - Never lived on base (rated) 89 - Currently live on base (rated) Q14B: Quality 3 - Better 2 - Same 1 - Worse . - No response .N - Valid Skip	Question 18: Same as 1996 R91Q14A: Not Applicable Same as 1994 R91Q14B: Quality Same as 1994	Question 16: Same as 1996 R89Q14A: Not Applicable Same as 1994 R89Q14B: Quality Same as 1994

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
. - No response .U - N/A, currently living on base .C - N/A, response inconsistent with response of screening (skip) question .N - N/A - never lived on base	Q14C: Cost 3 - More 2 - Same 1 - Less . - No response .N - Valid Skip N/A	R91Q14C: Cost Same as 1994 N/A	R89Q14C: Cost Same as 1994 N/A
Question 15: Recently DoD issued a housing directive giving all independently assigned military personnel Priority 2 status at the nearest military installation. How do you think will affect the housing for future recruiters where you are assigned? Variable: R9615 1 - Much improved 2 - Better 3 - No Change 4 - Worse . - No response			
Question 16: How long does it take you to travel from your residence to the nearest military installation with exchange, commissary and hospital/clinic facilities? Variable: R9616 1 - Less than 15 minutes 2 - 15-30 minutes 3 - 31-60 minutes 4 - 61-90 minutes 5 - 91 minutes to 2 hours 6 - More than 2 hours . - No response .A - Multiple response error .R - Don't Know N/A	Question 15: Same as 1996 Variable: Q15 1 - Less than 15 minutes 2 - 15-30 minutes 3 - 31-60 minutes 4 - 61-90 minutes 5 - 91 minutes to 2 hours 6 - More than 2 hours -1 - Not Applicable . - No response .A - Multiple response error N/A	Question 19: Same as 1996 Variable: R91Q15 Same as 1994	Question 17: Same as 1996 Variable: R89Q15 Same as 1994
		Question 20: Does this travel present a problem for you and your family? Variable:	Question 18: Same as 1991 Variable:

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
		1 - Yes, it is a real hardship 2 - Just an inconvenience 3 - No . - No response .N - Valid Skip	Same as 1991
Question 17: Are active attempts made to involve your family in your recruiting job (e.g., special office social events for the entire family bonus trips for the family, etc.)	Question 16: Same as 1996	Question 21: Same as 1996	Question 20: Same as 1996
Variable: R9617 1 - Yes, frequently 2 - Sometimes 3 - No, never . - No response .A - Multiple response error .N - Not applicable	Variable: Q16 2 - Yes, frequently 1 - Sometimes 0 - No, never -6 - Not Applicable . - No response	Variable: R91Q16 2 - Yes, frequently 1 - Sometimes 0 - No, never .N - Not Applicable . - No response	Variable: R89Q16 2 - Yes, frequently 1 - Sometimes 0 - No, never .N - Not Applicable . - No response
Question 18: To what extent do you agree or disagree with the following statements about your training and preparation for recruiting duty?	Question 17: Same as 1996	Question 22: Same as 1996	Question 19: Same as 1996
1 - Strongly Agree 2 - Agree 3 - Neutral 4 - Disagree 5 - Strongly Disagree . - No response .A - Multiple response error .N - Not Applicable (Valid Skip)	5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree . - No response .A - Multiple response error -1 - Not Applicable	Same as 1994	Same as 1994
R9618A. I was given a realistic preview of what recruiting duty would be like. R9618B. Members of my family were well prepared by my Service for the recruiting assignment. R9618C. I was given good professional training for my job as a recruiter.	Q17A. Same as 1996 Q17B. Same as 1996 Q17C. Same as 1996	R91Q17A. Same as 1996 R91Q17B. Same as 1996 R91Q17C. Same as 1996	R89Q17A. Same as 1996 R89Q17B. Same as 1996 R89Q17C. Same as 1996

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
R9618D. The training I received was helpful and relevant for my job as a recruiter.	Q17D. Same as R9618F in 1996	R91Q17D. Same as R9618F in 1996	R89Q17D. Same as R9618F in 1996
R9618E. The training I received was insufficient for what I needed to know to do effective training.	Q17E. Same as R9618G in 1996	R91Q17E. Same as R9618H in 1996	R89Q17E. Same as R9618H in 1996
R9618F. My allocated time in training was sufficient.	Q17F. Same as R9618H in 1996		
R9618G. My immediate supervisor trained me for my job as a recruiter.			
R9618H. An experienced recruiter helped me on the job.			
<p>Question 19: With reference to your recruiting goals, to what extent do you agree or disagree with the following statements?</p> <p>1 - Strongly Agree 2 - Agree 3 - Neutral 4 - Disagree 5 - Strongly Disagree - No response .A - Multiple response error .N - Not Applicable (Valid Skip)</p> <p>R9619A. My monthly goals are achievable. R9619B. My assigned market area is adequate to make goals. R9619C. Delayed Entry Program (DEP) events help me to achieve my goals. R9619D. Success in reaching goal has a "make or break" effect on my military career. R9619E. I am pressured to continue recruiting even after reaching my monthly goal. R9619F. I am punished if I fall short. R9619G. If I miss my goal one month I can make it up the next month. R9619H. I receive adequate support (e.g.,</p>	<p>Question 18: Same as 1996</p> <p>5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree - No response .A - Multiple response error - 1 - Not Applicable (Valid Skip)</p> <p>Q18A. Same as 1996 Q18B. Same as 1996 Q18C. Same as 1996 Q18D. Same as 1996 Q18E. Same as 1996 Q18F. Same as 1996 Q18G. Same as 1996 Q18H. Same as 1996</p>	<p>Question 23: Same as 1996</p> <p>Same as 1994</p> <p>R91Q18A. Same as 1996 R91Q18B. Same as 1996 R91Q18C. Same as 1996 R91Q18D. Same as 1996 R91Q18E. Same as 1996 R91Q18F. Same as 1996 R91Q18G. Same as 1996 R91Q18H. Same as 1996</p>	<p>Question 23: Same as 1996</p> <p>Same as 1994</p> <p>R89Q18A. Same as 1996 R89Q18B. Same as 1996 R89Q18C. Same as 1996 R89Q18D. Same as 1996 R89Q18E. Same as 1996 R89Q18F. Same as 1996 R89Q18G. Same as 1996 R89Q18H. Same as 1996</p>

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
cars, telephone, promotional items) to help me accomplish my goal. R9619I. Required paperwork interferes with my efforts to make goal. R9619J. My supervisor will help me if I have trouble making goal.	Q18I. Same as 1996 Q18J. Same as 1996	R91Q18I. Same as 1996 R91Q18J. Same as 1996	R89Q18I. Same as 1996 R89Q18J. Same as 1996
Question 20: In how many of the past 12 months did you achieve your monthly goals? Variable: R9620 1 - Less than 3 months 2 - 3-5 months 3 - 6-8 months 4 - 9-11 months 5 - All 12 months . - No response .A - Multiple response error .T - N/A - no specific monthly goals .N - N/A - other reasons	Question 19: Same as 1996 Variable: Q19 1 - Less than 3 months 2 - 3-5 months 3 - 6-8 months 4 - 9-11 months 5 - All 12 months . - No response .A - Multiple response error 90 - N/A - no specific monthly goals 91 - N/A - other reasons	Question 24: Same as 1996 Variable: R91Q19 1 - Less than 3 months 2 - 3-5 months 3 - 6-8 months 4 - 9-11 months 5 - All 12 months . - No response .A - Multiple response error 90 - N/A - no specific monthly goals	Question 24: Same as 1996 Variable: R89Q19 Same as 1991
Question 21: What percentage of your recruiting goal did you achieve last year? Variable R9621 1 - 0 to 75 percent 2 - 75 to 100 percent 3 - 101 to 125 percent 4 - 126 to 150 percent 5 - More than 150 percent . - No response .A - Multiple response error .T - N/A - no specific monthly goals .N - N/A - other reasons	Question 20: Same as 1996 Variable Q20 1 - 0 to 75 percent 2 - 75 to 100 percent 3 - 101 to 125 percent 4 - 126 to 150 percent 5 - More than 150 percent . - No response .A - Multiple response error 96 - N/A - no specific monthly goals 97 - N/A - other reasons	Question 25: Same as 1996 Variable R91Q20 1 - 0 to 75 percent 2 - 75 to 100 percent 3 - 101 to 125 percent 4 - 126 to 150 percent 5 - More than 150 percent . - No response .A - Multiple response error 96 - N/A - no specific monthly goals	N/A
Question 22: All things considered, what is the likelihood that experienced recruiters can make goal in your zone/area? Variable: R9622	Question 21: Same as 1996 Variable: Q21	Question 26: Same as 1996 Variable: R91Q21	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
1 - Extremely difficult 2 - Difficult but can be made with extra effort 3 - Should be able to make goal but difficult to exceed 4 - Not only achievable, but good chance to exceed 5 - Very excellent chance to exceed goal . - No response A - Multiple response error N - Not Applicable	Same as 1996	1 - Extremely difficult 2 - Difficult but can be made with extra effort 3 - Should be able to make goal but difficult to exceed 4 - Not only achievable, but good chance to exceed 5 - Very excellent chance to exceed goal . - No response -1 - Not Applicable	
Question 23: Compared to other recruiters from your Service who work in the area served by your MEPS, would you say you are: Variable: R9623	Question 22: Same as 1996 Variable: Q22	Question 27: Compared to recruiters from your Service working the area served by your MEPS would you say you are: Variable: R91Q22	N/A
1 - One of the best (exceed 95 percentile) 2 - Better than most (66-95 percentile) 3 - Average (35-65 percentile) 4 - Below average (below 35 percentile) . - No response	5 - One of the best 4 - Better than most 3 - Average 2 - Somewhat below average 1 - Below average . - No response A - Multiple response error	5 - One of the best 4 - Better than most 3 - Average 2 - Somewhat below average 1 - Below average . - No response	
Question 24: The degree to which Recruiting Services manage office level recruiting activities varies. For all of the following statements, indicate whether you agree or disagree	Question 23: Same as 1996	Question 28: Same as 1996	Question 23: Same as 1996
1 - Strongly Agree 2 - Agree 3 - Neutral 4 - Disagree 5 - Strongly Disagree . - No response A - Multiple response error	5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree . - No response A - Multiple response error	Same as 1994	Same as 1994
R9624A. The mileage restriction placed on government vehicles interferes	Q23A. Same as 1996	R91Q23A. Same as 1996	R89Q23A. Same as 1996

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
with my ability to do my job. R9624B. I have the freedom to personally plan my work and use my judgment as to the best method for recruiting in my assigned area. R9624C. I receive good support from my supervisors. R9624D. My superiors and I work together as a team.	Q23B. Same as 1996 Q23C. Same as 1996 Q23D. Same as 1996	R91Q23B. Same as 1996 R91Q23C. Same as 1996 R91Q23D. Same as 1996	R89Q23B. Same as 1996 R89Q23C. Same as 1996 R89Q23D. Same as 1996
<p>Question 25: Below is a list of statements that relate to aspects of life as a recruiter. For each statement, indicate whether you agree or disagree.</p> <p>1 - Strongly Agree 2 - Agree 3 - Neutral 4 - Disagree 5 - Strongly Disagree - No response .A - Multiple response error .N - Not Applicable (Valid Skip)</p> <p>R9625A. Supervisors understand and help recruiters with problems. R9625B. Officers evaluate recruiters' performance based on their overall record. R9625C. Recruiters are recognized for doing a good job. R9625D. Skills attained in recruiting are helpful in securing a good civilian job. R9625E. Recruiting is important and challenging work. R9625F. Recruiters' pay is sufficient to meet expenses. R9625G. Necessary study time and materials are provided for advancement exams. R9625H. Promotion opportunity is better than it would have been without a recruiting assignment.</p>	<p>Question 24: Same as 1996</p> <p>5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree - No response .A - Multiple response error -1 - Not Applicable</p> <p>Q24A. Same as 1996 Q24B. Same as 1996 Q24C. Same as 1996 Q24D. Same as 1996 Q24E. Same as 1996 Q24F. Same as 1996 Q24G. Same as 1996 Q24H. Same as 1996</p>	<p>Question 29: Same as 1996</p> <p>Same as 1994</p> <p>R91Q24A. Same as 1996 R91Q24B. Same as 1996 R91Q24C. Same as 1996 R91Q24D. Same as 1996 R91Q24E. Same as 1996 R91Q24F. Same as 1996 R91Q24G. Same as 1996 R91Q24H. Same as 1996</p>	<p>Question 24: Same as 1996</p> <p>Same as 1994</p> <p>R89Q24A. Same as 1996 R89Q24B. Same as 1996 R89Q24C. Same as 1996 R89Q24D. Same as 1996 R89Q24E. Same as 1996 R89Q24F. Same as 1996 R89Q24G. Same as 1996 R89Q24H. Same as 1996</p>

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
R9625I. Productive recruiters should be allowed to extend in a specific location. Question 26: Are you losing qualified applicants to other Services? Variable: R9626R (Recode) 1 - Marked 2 - Not Marked . - No response	Q24I. Same as 1996 Question 25: Same as 1996 Variable: Q25 1 - Yes 0 - No . - No response M - Implied Continuation G - Q26A-I, blank Q25	R91Q24I. Same as 1996 Question 30 Same as 1996 Variable: R91Q25 1 - Yes 0 - No (Go to R91Q27) . - No response	R89Q24I. Same as 1996 Question 25 Same as 1996 Variable: R89Q25 1 - Yes 0 - No (Go to R89Q27) . - No response
Question 27: If yes, do you think the reason may be that another Service has better: (Mark <u>all</u> that apply) 1 - Marked 2 - Not Marked . - No response N - Not Applicable (Valid Skip) R9627A. Cash bonus incentives R9627B. Quality of life R9627C. Educational benefits R9627D. Image R9627E. Length of contract R9627F. Advertising R9627G. Promotional items R9627H. Skill training R9627I. Other, please specify	Question 26: Same as 1996 1 - Yes 0 - No . - No response N - Valid Skip Q26A. Same as 1996 Q26B. Same as 1996 Q26C. Same as 1996 Q26D. Same as 1996 Q26E. Same as 1996 Q26F. Same as 1996 Q26G. Same as 1996 Q26H. Same as 1996 Q26I. Same as 1996	Question 31: Same as 1996 Same as 1994 R91Q26A. Same as 1996 R91Q26B. Same as 1996 R91Q26C. Same as 1996 R91Q26D. Same as 1996 R91Q26E. Same as 1996 R91Q26F. Same as 1996 R91Q26G. Same as 1996 R91Q26H. Same as 1996 R91Q26I. Same as 1996	Question 26: Same as 1996 Same as 1994 R89Q26A. Same as 1996 R89Q26B. Same as 1996 R89Q26C. Same as 1996 R89Q26D. Same as 1996 R89Q26E. Same as 1996 R89Q26F. Same as 1996 R89Q26G. Same as 1996 R89Q26H. Same as 1996 R89Q26I. Same as 1996
Question 28: How frequently do you think recruiter improprieties (i.e., bending rules to make goal) occur in your recruiting command? Variable: R9628 1 - Frequently 2 - Occasionally 3 - Seldom	Question 27: Same as 1996 Variable: Q27 3 - Frequently 2 - Occasionally 1 - Seldom	Question 32: Same as 1996 Variable: R91Q27 Same as 1994	Question 27: Same as 1996 Variable: R89Q27 Same as 1994

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
4 - Never .- No response .A - Multiple response error	0 - Never .- No response .A - Multiple response error		
Question 29: How much do you think each of the following contributes to instances of recruiter impropriety.	Question 28: Same as 1996.	Question 33: Same as 1996.	Question 28: Same as 1996.
1 - Greatly 2 - Some 3 - Not at All .- No response .A - Multiple response error	2 - Greatly 1 - Some 0 - Not at All .- No response .A - Multiple response error	Same as 1994	Same as 1994
R9629A. Unrealistic recruiting goal. R9629B. Emphasis on getting high quality applicants. R9629C. Pressure by superiors to make goal.	Q28A. Same as 1996 Q28B. Same as 1996 Q28C. Same as 1996	R91Q28A. Same as 1996 R91Q28B. Same as 1996 R91Q28C. Same as 1996	R89Q28A. Same as 1996 R89Q28B. Same as 1996 R89Q28C. Same as 1996
R9629D. Too little time to do required paperwork (e.g., waivers, consents, police checks, etc.)	Q28D. Same as R9629G in 1996	R91Q28D. Same as R9629G in 1996	R89Q28D. Same as R9629G in 1996
R9629E. Unrealistic moral standards for applicants (e.g., parking tickets, one time use of marijuana).	Q28E. Same as 1996	R91Q28E. Same as 1996	R89Q28E. Same as 1996
R9629F. Fear of unsatisfactory performance rating.	Q28F. Same as 1996	R91Q28F. Same as 1996	R89Q28F. Same as 1996
R9629G. Self-imposed pressure to excel.	Q28G. Same as R9629D in 1996	R91Q28G. Same as R9629D in 1996	R89Q28G. Same as R9629D in 1996
R9629H. Supervisors and recruiters not working as a team.	Q28H. Same as 1996	R91Q28H. Same as 1996	R89Q28H. Same as 1996
R9629I. Inappropriate persons being selected for recruiting duty.	Q28I. Same as 1996	R91Q28I. Same as 1996	R89Q28I. Same as 1996
Question 30: How frequently do you think sexual misconduct between recruiters and applicants occurs in your recruiting command?	Question 29 Same as 1996	Question 34 Same as 1996	Question 29 Same as 1996
Variable: R9630 1 - Frequently 2 - Occasionally 3 - Seldom	Variable: Q29 3 - Frequently 2 - Occasionally 1 - Seldom	Variable: R91Q29 Same as 1994	Variable R91Q29 Same as 1994

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
Variable: R9633R (Recode) 1 - Less than 500 2 - 500 to 1,000 3 - 1,001 to 2,000 4 - 2,001 to 3,000 5 - More than 3,000 .- No response .C - N/A, response inconsistent with response of screening (skip) question. .N - Not Applicable (Valid Skip).	Variable: Q32 1 - Less than 500 2 - 500 to 1,000 3 - 1,001 to 2,000 4 - 2,001 to 3,000 5 - More than 3,000 .- No response .N - Not Applicable (Not Production Recruiter).	Variable R91Q32 Same as 1994	
Question 34 What percentage of high school seniors in your market would be qualified for enlistment based on AFQT, medical and moral standards? Variable: R9634R (Recode) 1 - 0 to 20 percent 2 - 21 to 40 percent 3 - 41 to 60 percent 4 - 61 to 80 percent 5 - 81 to 100 percent .- No response .A Multiple response error .C - N/A, response inconsistent with response of screening (skip) question. .N - Not Applicable (Valid Skip). .R - Don't Know	Question 33 Same as 1996 Variable: Q33 1 - 0 to 20 percent 2 - 21 to 40 percent 3 - 41 to 60 percent 4 - 61 to 80 percent 5 - 81 to 100 percent .- No response .A Multiple response error .N - NA (Not Production Recruiter). -1 - Don't Know	Question 39 Same as 1996 Variable: R91Q33 Same as 1994	N/A
Question 35 Of those qualified, what percentage do you feel are prospects? Variable: R9635R (Recode) 1 - 0 to 5 percent 2 - 6 to 15 percent 3 - 16 to 30 percent 4 - 31 to 60 percent 5 - 61 to 100 percent .- No response .A Multiple response error	Question 34 Same as 1996 Variable: Q34 1 - 0 to 5 percent 2 - 6 to 15 percent 3 - 16 to 30 percent 4 - 31 to 60 percent 5 - 61 to 100 percent .- No response .A Multiple response error	Question 40 Same as 1996 Variable: R91Q34 Same as 1994	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
.C - N/A, response inconsistent with response of screening (skip) question. .N - Not Applicable (Valid Skip). .R - Don't Know	.N - NA (Not Production Recruiter). -1 - Don't Know		
Question 36 What percentage of the high school seniors who would qualify for enlistment, plan to go to college? Variable: R9636R (Recode) 1 - 0 to 25 percent 2 - 26 to 50 percent 3 - 51 to 75 percent 4 - 76 to 100 percent . - No response .A - Multiple response error .C - N/A, response inconsistent with response of screening (skip) question. .N - Not Applicable (Valid Skip). .R - Don't Know	Question 35 Same as 1996 Variable: Q35 1 - 0 to 25 percent 2 - 26 to 50 percent 3 - 51 to 75 percent 4 - 76 to 100 percent . - No response .A - Multiple response error .N - NA (Not Production Recruiter) -1 - Don't Know	Question 41 Same as 1996 Variable: R91Q35 Same as 1994	N/A
Question 37 Of your college-bound market, what percentage require financial support? Variable: R9637R (Recode) 1 - 0 to 25 percent 2 - 26 to 50 percent 3 - 51 to 75 percent 4 - 76 to 100 percent . - No response .A - Multiple response error .C - N/A, response inconsistent with response of screening (skip) question. .N - Not Applicable (Valid Skip). .R - Don't Know	Question 36 Same as 1996 Variable: Q36 1 - 0 to 25 percent 2 - 26 to 50 percent 3 - 51 to 75 percent 4 - 76 to 100 percent . - No response .A - Multiple response error .N - NA (Not Production Recruiter) -1 - Don't Know	Question 42 Same as 1996 Variable: R91Q36 Same as 1994	N/A
Question 38 How would you rate the prospect of graduating seniors in your recruiting market finding a full-time job with satisfactory career potential?	Question 39 Same as 1996	Question 46 Same as 1996	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
Variable: R9638R 1 - Possible for nearly all 2 - Possible for most 3 - Possible for some 4 - Possible for very few to none . - No response .C - N/A, response inconsistent with response of screening (skip) question .N - Not Applicable (Valid Skip)	Variable: Q39 5 - Very Easy 4 - Easy 3 - Neither easy nor difficult 2 - Difficult 1 - Very Difficult . - No response .N - NA, Not Production Recruiter	Variable: R91Q39 Same as 1994	
Question 39 Compared to civilian pay for recent high school graduates in your local area, is military pay: Variable: R9639R 1 - Higher? 2 - About the Same? 3 - Lower? . - No response .A - Multiple response error .C - N/A, response inconsistent with response of screening (skip) question .N - Not Applicable (Valid Skip)	Question 40 Compared to civilian pay for entry-level people in your local area, is military pay: Variable: Q40 3 - Higher? 2 - About the Same? 1 - Lower? . - No response .N - NA (Not Production Recruiter)	Question 45 Same as 1994 Variable R91Q40 Same as 1994	N/A
Question 40 To what extent do you agree or disagree with the following statements about working with schools? 1 - Strongly Agree 2 - Agree 3 - Neutral 4 - Disagree 5 - Strongly Disagree . - No response .A - Multiple response error .C - N/A, response inconsistent with response of screening (skip) question .N - Not Applicable (Valid Skip)	Question 37 Same as 1996 5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree . - No response .A - Multiple response error .N - NA (Not Production Recruiter) .O - Not Applicable	Question 43 Same as 1996 Same as 1994	N/A
R9640AR - I can talk to seniors at my high school any time.	Q37A. Same as 1996	R91Q37A. Same as 1996	

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
R9640BR - My schools make high school directory information available to me. R9640CR - I can display posters, brochures, etc., in my schools. R9640DR - I am invited to speak to classes on military topics (e.g., military history) in my schools. R9640ER - My school counselors encourage qualified seniors to talk to me about the military as a career. R9640FR - My school counselors tell students to consider the Service as a way to get money for college.	Q37B. Same as R9640CR in 1996 Q37C. Same as R9640DR in 1996 Q37D. Same as R9640ER in 1996 Q37E. Same as R9640FR in 1996	R91Q37B. Same as R9640CR in 1996 R91Q37C. Same as R9640DR in 1996 R91Q37D. Same as R9640ER in 1996 R91Q37E. Same as R9640FR in 1996	
Question 41 In general, are you invited to Career Day at the high schools in your recruiting market? Variable: R9641R 1 - Yes 2 - No . - No response .C - N/A, response inconsistent with response of screening (skip) question .N - Does Not Apply	Question 38 Same as 1996 Variable: Q38 1 - Yes 0 - No . - No response .A - Multiple response error .N - Does Not Apply	Question 44 Same as 1996 Variable R91Q38 Same as 1994	N/A
Question 42 In general, how satisfied are you with the supervision/leadership within your recruiting service? Variable: R9642 1 - Very Satisfied 2 - Satisfied 3 - Neither satisfied nor dissatisfied 4 - Dissatisfied 5 - Very Dissatisfied . - No response .A - Multiple response error	Question 41 Same as 1996 Variable: Q41 5 - Greatly Satisfied 4 - Satisfied 3 - Neither satisfied nor dissatisfied 2 - Dissatisfied 1 - Greatly Dissatisfied . - No response	Question 47 Same as 1996 Variable: R91Q41 Same as 1994	N/A
Question 43 In general, how satisfied were you with military supervision/leadership before you	Question 42 Same as 1996	Question 48 Same as 1996	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
joined recruiting service? Variable: R9643 1 - Very Satisfied 2 - Satisfied 3 - Neither satisfied nor dissatisfied 4 - Dissatisfied 5 - Very Dissatisfied . - No response	Variable: Q42 5 - Greatly Satisfied 4 - Satisfied 3 - Neither satisfied nor dissatisfied 2 - Dissatisfied 1 - Greatly Dissatisfied . - No response	Variable: R91Q42 Same as 1994	
Question 44 Which of the following are most critical to your success in recruiting? (Select three) 1 - Marked 2 - Not Marked . - No response R9644A. Goaling R9644B. Administrative procedures R9644C. Support (e.g., cars, telephone, computers) R9644D. Leadership/Supervision R9644E. Family preparation and support R9644F. Recruiter selection R9644G. Formal Training R9644H. On-the-job training R9644I. National advertising R9644J. Local advertising R9644K. Promotional items R9644L. Education benefits for prospects R9644M. Office environment R9644N. MEPS	Question 43 Same as 1996 1 - Marked 0 - Not Marked . - No response Q43A. Same as 1996 Q43B. Same as 1996 Q43C. Same as 1996 Q43D. Same as 1996 Q43E. Same as 1996 Q43F. Same as 1996 Q43G. Same as 1996 Q43H. Same as 1996 Q43I. Same as 1996 Q43J. Same as 1996 Q43K. Same as 1996 Q43L. Same as 1996 Q43M. Same as 1996 Q43N. Same as 1996	Question 49 Same as 1996 Same as 1994 R91Q43A. Same as 1996 R91Q43B. Same as 1996 R91Q43C. Support (e.g., cars, telephone) R91Q43D. Same as 1996 R91Q43E. Same as 1996 R91Q43F. Recruiter selection and formal training Q43G. Same as R9644H in 1996 Q43H. Same as R9644I in 1996 Q43I. Same as R9644J in 1996 Q43J. Same as R9644K in 1996	N/A
Question 45 Which of the following areas are most in need of improvement? (Select three) 1 - Marked 2 - Not Marked . - No response	Question 44 Same as 1996 1 - Marked 0 - Not Marked . - No response	Question 50 Same as 1996 Same as 1994	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
R9645A. Goaling R9645B. Administrative procedures R9645C. Support (e.g., cars, telephone) R9645D. Leadership/Supervision R9645E. Family preparation and support R9645F. Recruiter selection R9645G. Formal Training R9645H. On-the-job training R9645I. National advertising R9645J. Local advertising R9645K. Promotional items R9645L. Education benefits for prospects R9645M. Office environment R9645N. MEPS	Q44A. Same as 1996 Q44B. Same as 1996 Q44C. Same as 1996 Q44D. Same as 1996 Q44E. Same as 1996 Q44F. Recruiter selection and formal training Q44G. Same as R9645H in 1996 Q44H. Same as R9645I in 1996 Q44I. Same as R9645J in 1996 Q44J. Same as R9645K in 1996 Q44K. Same as R9645N in 1996	R91Q44A. Same as 1996 R91Q44B. Same as 1996 R91Q44C. Same as 1996 R91Q44D. Same as 1996 R91Q44E. Same as 1996 R91Q44F. Same as 1994 R91Q44G. Same as R9645H in 1996 R91Q44H. Same as R9645I in 1996 R91Q44I. Same as R9645J in 1996 R91Q44J. Same as R9645K in 1996 R91Q44K. Same as R9645N in 1996	
Question 46 What impact do you think efforts to reduce the size of the force have had on the attitudes of youth about enlisting in the military? Variable: R9646 1 - Positive impact 2 - No impact 3 - Negative impact . - No response .A - Multiple response error	Question 45 Same as 1996 Variable: Q45 3 - Positive impact 2 - No impact 1 - Negative impact . - No response .A - Multiple response error	Question 58 Same as 1996 Variable: R91Q45 Same as 1994	N/A
Question 47 What impact have efforts to reduce the size of the force had on your work as a recruiter? Variable: R9647 1 - Positive impact 2 - No impact 3 - Negative impact . - No response .A - Multiple response error	Question 46 Same as 1996 Variable: Q46 3 - Positive impact 2 - No impact 1 - Negative impact . - No response .A - Multiple response error	Question 59 Same as 1996 Variable: R91Q46 Same as 1994	N/A
Question 48 Do you plan to make recruiting a career?	Question 47 Same as 1996	Question 60 Same as 1996	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
Variable: R9648 1 - Yes 2 - No 3 - Undecided . - No response .A - Multiple response error	Variable: Q47 3 - Yes 1 - No 2 - Undecided . - No response	Variable R91Q47 Same as 1994	
Question 49 In general, how satisfied are you with: 1 - Very Satisfied 2 - Satisfied 3 - Neither satisfied nor dissatisfied 4 - Dissatisfied 5 - Very Dissatisfied . - No response .A - Multiple response error	Question 48 Same as 1996 5 - Greatly Satisfied 4 - Satisfied 3 - Neither satisfied nor dissatisfied 2 - Dissatisfied 1 - Greatly Dissatisfied . - No response	Question 36 Same as 1996 Same as 1994	Question 31 Same as 1996 Same as 1994
R9649A. Recruiting? R9649B. Military Life?	Q48A. Same as 1996 Q48B. Same as 1996	R91Q48A. Same as 1996 R91Q48B. Same as 1996	R89Q48A. Same as 1996 R89Q48B. Same as 1996
Question 50 In the past 12 months, how much did you spend on medical and dental care for you and your dependents that was NOT reimbursed?	Question 49 Same as 1996	N/A	N/A
Variable: R9650 . - No response .A - Multiple response error (0 to 9999)	Variable: Q49 . - No response (0 to 9999)		
Question 51 What do you spend (on average) each month in the performance of your official duties (e.g., driving related expenses, applicant meals, phone, etc.) that is NOT reimbursed to you?	Question 50 Same as 1996	N/A	N/A
Variable: R9651 . - No response .I - Incomplete grid error	Variable: Q50 . - No response (0 to 999)		

1996 Recruiter Survey (0 to 999)	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
Question 52 How much do you spend monthly on housing costs, including utilities, above your BAQ and VHA? Variable: R9652 .- No response (0 to 9500)	Question 51 Same as 1996 Variable: Q51 .- No response (0 to 9999) N/A	N/A	N/A
Question 53 Military health care, including Campus/Tricare providers, are available to me and my family? Variable: R9653 1 - Yes 2 - No .- No response .A - Multiple response error .R - Don't Know	N/A	N/A	N/A
Question 54 This section asks questions about circumstances related to your work. 1 - Strongly Agree 2 - Agree 3 - Neutral 4 - Disagree 5 - Strongly Disagree .- No response .A - Multiple response error .C - N/A, response inconsistent with response of screening (skip) question .N - Not Applicable (Valid Skip) R9654A. The location of my recruiting office is important to my applicants. R9654B. My recruiting office presents a professional environment for potential applicants R9654C. My recruiting office presents a	N/A	N/A	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
<p>pleasant environment for potential applicants</p> <p>R9654D. My recruiting office is conveniently located and accessible to potential applicants</p> <p>R9654E. The recent increase in Special Duty Assignment Pay provides adequate compensation for recruiting duty.</p> <p>R9654F. Recent changes in SDAP will make a positive difference in attracting volunteers into recruiting assignment.</p> <p>Question 55: In your current assignment, do you recruit Non-Prior Service (NPS) contracts?</p> <p>Variable: R9655R</p> <p>1 - Yes 2 - No - No response</p>			
<p>Question 56</p> <p>R9656A. How many NPS contracts did you recruit the last 12 months?</p> <p>- No response N - Not Applicable (Valid Skip) R - Don't Know (0-99)</p> <p>R9656B. How many of these contracts resulted from High School ASVAB leads?</p> <p>- No response N - Not Applicable (Valid Skip) R - Don't Know (0-95)</p> <p>Question 57 How would you rate the overall</p>	<p>Question 52 Same as 1996</p> <p>Variable: Q52</p> <p>1 - Yes 0 - No G - M - Implied Continuation</p> <p>Question 54: A. Don't Know/Not Applicable B. How many NPS contracts did you recruit this Fiscal Year C. Don't Know/Not Applicable D. How many of these contracts results from High School ASVAB leads?</p> <p>Question 55 Same as 1996</p>	N/A	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
<p>importance of each of the following lead sources for attaining your NPS recruiting goals?</p> <p>1 - Extremely Important 2 - Very Important 3 - Important 4 - Not Very Important 5 - Not at All Important .- No response .N - Not Applicable</p> <p>R9657A. High School ASVAB R9657B. High School lists/Student directories R9657C. Referrals from contracts R9657D. Advertising lead cards R9657E. Selective Service lists R9657F. Other, please specify</p> <p>R9657SP - Specified 1 - Marked 2 - Not Marked</p>	<p>5 - Extremely Important 4 - Very Important 3 - Important 2 - Not Very Important 1 - Not at All Important -1 - Not sure/Don't Know .- No response 72 - Not NPS Now</p> <p>Q55A. Same as 1996 Q55B. Same as 1996</p> <p>Q55C. Same as 1996 Q55D. Same as 1996 Q55E. Same as 1996 Q55F. Same as 1996</p>		
<p>Question 58 What percentage of high schools cooperate by providing access to high school lists/student directories?</p> <p>Variable: R9658</p> <p>1 - 0 to 20 percent 2 - 21-40 percent 3 - 41-60 percent 4 - 61-80 percent 5 - 81-100 percent .- No response .A - Multiple response error .N - N/A</p>	N/A	N/A	N/A
<p>Question 59 What percentage of high schools cooperate by providing access to students;</p>	N/A	N/A	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
Variable: R9659 1 - 0 to 20 percent 2 - 21-40 percent 3 - 41-60 percent 4 - 61-80 percent 5 - 81-100 percent . - No response .A - Multiple response error .N - N/A			
Question 60 What percentage of high schools senior names do you have as a result of all lead sources (i.e., ASVAB, high school lists, referrals, advertising lead cards, etc.)? Variable: R9660 1 - 0 to 20 percent 2 - 21-40 percent 3 - 41-60 percent 4 - 61-80 percent 5 - 81-100 percent . - No response .A - Multiple response error .N - N/A	N/A	N/A	N/A
Question 61 Do your supervisors actively assist recruiters in getting schools to cooperate by visiting schools, writing letters, talking with teachers, counselors, school board members, etc.? Variable: R9661 1 - Yes, frequently 2 - Sometimes 3 - No, never . - No response .N - Not Applicable	N/A	N/A	N/A
Question 62 To what extent do you agree or disagree	Question 62 Same as 1996	N/A	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
with the following statements:			
1 - Strongly Agree 2 - Agree 3 - Neutral 4 - Disagree 5 - Strongly Disagree . - No response .A - Multiple response error	5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree . - No response .A - Multiple response error		
R9662A. I am not sure how to gain recognition for my work.	Q62A. You are not sure how to gain recognition for your work (Similar to R9662A in 1996)		
R9662B. I have the opportunity to earn an award for production.	Q62B. You have the opportunity to earn an award for production (Similar to R9662B in 1996)		
R9662C. The awards available to me have important effects on my career.	Q62C. The awards available to you have important effects on your career. (Similar to R9662C in 1996)		
R9662D. Some recruiters are not successful because they lack aptitude for sales.	Q62D. Only team quotas are used in your office. (Similar to R9662E in 1996)		
R9662E. Only team quotas are used in my office.	Q62E. The good recruiters in your office make up for others who can't make their quota. (Similar to R9662F in 1996)		
R9662F. The good recruiters in my office make up for others who can't make their quota.	Q62F. The contract quotas you are given reflect the actual accession requirements. (Similar to R9662G in 1996).		
R9662G. The contract quotas I am given reflect the actual accession requirements.	Q62G. Working hard just makes more work for you in the future. (Similar to R9662H).		
R9662H. Working hard just makes more work for me in the future.	Q62H. People are being recruited into the military who you feel are likely to attrit later (Similar to R9662K in 1996).		
R9662I. Recruiter leadership does a good job in keeping recruiters informed of initiatives to improve quality-of-life (i.e., housing, medical, pay, CONUS COLA, child care, etc.)	Q62I. The morale of the recruiters you work with is good (Similar to R9662J in 1996).		
R9662J. The morale of recruiters I work			

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
with is good R9662K. People are being recruited into the military who are likely to attrit later.			
<p>Question 63 This section of questions asks how your work has changed since 1994 or since you began.</p> <p>1 - Much greater 2 - Greater 3 - Same 4 - Less 5 - Much less . - No response .A - Multiple response error</p> <p>R9663A. The amount of contact you have with key influencers such as the parents, and brothers and sisters of prospects is. R9663B. The number of times you visit the high schools in your market is. R9663C. The types/values of incentive packages you can discuss with your prospects is. R9663D. The overseas assignment opportunity you can discuss is. R9663E. The amount of time you spend interacting with youth, actively recruiting is. R9663F. The number of hours per week I spend performing duty-related tasks is. R9663G. The amount of participation in community events to support my recruiting job is. R9663H. The number of work hours required to meet goal is. R9663I. The amount of paperwork required to get reimbursed for recruiting expenses is. R9663J. The amount of money the</p>	<p>Question 63 This section of questions asks about how you feel your work has changed since the cutbacks in resources began (since 1992 or however long you've been there).</p> <p>5 - Much greater 4 - Greater 3 - Same 2 - Less 1 - Much less . - No response .A - Multiple response error</p> <p>Q63A. Same as 1996</p> <p>Q63B. Same as 1996</p> <p>Q63C. Same as 1996</p> <p>Q63D. Same as 1996</p> <p>Q63E. Same as 1996</p> <p>Q63F. Same as R9663I in 1996</p> <p>Q63G. Same as R9663M in 1996</p>	N/A	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
recruiters have to pay for medical expenses is. R9663K. The amount of free time the recruiters have to attend to personal duties is. R9663L. The staffing level for recruiters in your office is. R9663M. The experience level of your fellow recruiters is.	N/A	N/A	N/A
<p>Question 64</p> <p>My spouse would have benefitted from an orientation program where the hardships of a recruiting assignment are explained and where the leadership hears concerns raised by my spouse.</p> <p>Variable: R9664</p> <p>1 - Yes 2 - No .- No response .A - Multiple response error .N - N/A, I have no spouse .R - Don't Know .S - N/A, My spouse did attend an orientation or its equivalent.</p>	N/A	N/A	N/A
<p>Question 65</p> <p>During a typical recruiting month before prospects have been screened by MEPS, I have had to turn some away with minor medical conditions (e.g., asthma or persons who had been using Ritalin after their 16th birthday) who otherwise would probably have been acceptable. The number who fit this situation is:</p> <p>Variable: R9665</p> <p>1 - 0 to 4 2 - 5 to 9 3 - 10 or more .- No response .N - Not applicable</p>	N/A	N/A	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
<p>Question 66 This survey is the fourth DoD recruiter survey (since 1989). Which of the following best describes your belief about the 1996 Recruiter Survey?</p> <p>Variable: R9666</p> <p>1 - Results are likely to have an impact on Recruiter policies and resources 2 - No opinion 3 - Results are <u>not</u> likely to have an impact on Recruiter policies and resources. .- No response</p> <p>Question 67 What is your current paygrade?</p> <p>Variable: SRPYGRD</p> <p>1 - E-4 2 - E-5 3 - E-6 4 - E-7 5 - E-8 6 - E-9 7 - Officer .- No response</p> <p>Question 68 What is the highest grade or degree you have completed? (Mark only one)</p> <p>Variable: SRHIYRED</p> <p>1 - Less than 12 years of school (no diploma) 2 - GED or High School Certificate 3 - High School Diploma 4 - Some college, but did not graduate 5 - 2-year college degree 6 - 4-year college degree 7 - Graduate degree 8 - Other</p>	<p>N/A</p> <p>Question 64 Same as 1996</p> <p>Variable: Q64</p> <p>Same as 1996 . A Multiple response error</p> <p>Question 65 Same as 1996</p> <p>Variable: Q65</p> <p>Same as 1996, except "Other" category is lumped with Graduate degree</p>	<p>N/A</p> <p>Question 2 Same as 1996</p> <p>Variable R91Q64</p> <p>Same as 1996, except no Officer category</p> <p>Question 3 Same as 1996</p> <p>Variable: R91Q65</p> <p>Same as 1994</p>	<p>N/A</p> <p>Question 2 Same as 1996</p> <p>Variable R89Q64</p> <p>Same as 1991</p> <p>Question 3 Same as 1996</p> <p>Variable: R89Q65</p> <p>Same as 1994</p>

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
. No response			
Question 69 Are you of Spanish/Hispanic origin or descent?	Question 67 Same as 1996	Question 4B Same as 1996	Question 4B Same as 1996
Variable: SRHISP	Variable: Q67	Variable: R91Q67	Variable: R89Q67
5 - No (Not Spanish/Hispanic)	0 - No (Not Spanish/Hispanic descent)	1 - Yes	Same as 1991
1 - Yes, Mexican, American, Chicano	1 - Yes, Mexican, Mexican-American, Chicano	0 - No	
2 - Yes, Puerto Rican	2 - Yes, Puerto Rican	. - No response	
3 - Yes, Cuban	3 - Yes, Cuban		
4 - Yes, Other Spanish/Hispanic	4 - Yes, Other Spanish/Hispanic		
. - No response	. - No response		
A - Multiple response error	A - Multiple response error		
Question 70 What race do you consider yourself to be? (Mark one)	Question 66 Do you consider yourself to be:	Question 4A What is your racial background?	Question 4A Same as 1991
Variable: SRRACE	Variable: Q66	Variable R91Q66	Variable: R89Q66
1 - White	1 - White	1 - White	Same as 1991
2 - Black or African-American	2 - Black	2 - Black	
3 - Indian (American) or Eskimo or Aleut	3 - Native American	3 - Native American	
4 - Asian or Pacific Islander	4 - Asian/Pacific Islander	4 - Asian/Pacific Islander	
5 - Other race	5 - Other	. - No response	
. - No response	. - No response		
A - Multiple response error	A - Multiple response error		
	M - Implied (Other)		
	I - Incomplete (Other)		
Question 71 Are you:	Question 68 Same as 1996	N/A	N/A
Variable: SRSEX	Variable: Q68		
1 - Male	Same as 1996		
2 - Female			
. - No response			
Question 72 What is your current marital status?	Question 69 Same as 1996	Question 5 Same as 1996	Question 5 Same as 1996
Variable: SRMARST	Variable: Q69	Variable: R91Q69	Variable: R89Q69

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
help your recruiting efforts?			
Variable: R9675 1 - Marked 2 - Not Marked	Variable: Q73 1 - Marked 0 - Not Marked	Variable	
Question 76 If you have comments that you were not able to express in answering the survey, please write them in the space provided.	N/A	N/A	N/A
Variable: R9676 1 - Marked 2 - Not Marked N/A	<p>Question 53 Overall, what percentage of your time would you say is devoted to following lead sources in your overall NPS recruiting efforts?</p> <p>0 - None 1 - Some, but less than 10% 2 - Between 10-25% 3 - Between 26-50% 4 - Between 51-75% 5 - More than 75% 72 - Not NPS Now -1 - Not sure/Don't Know . - No response .A - Multiple Response Error</p> <p>Q53A. High School ASVAB Q53B. High School lists/Student directories Q53C. Referrals from contracts Q53D. Advertising lead cards Q53E. Selective Service lists Q53F. Other, please specify.</p>		
N/A	<p>Question 56 Did you receive training on marketing the High School ASVAB?</p>	N/A	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
	Variable: Q56 1 - Yes 0 - No - No response . M - Implied Continuation 72 - Not NPS Now		
N/A	Question 57 Here are some possible sources of training in Marketing the High School ASVAB. If you did NOT receive training in marketing from that source, mark N/A, NO TRAINING RECEIVED for that particular source, if that source DID provide you with training in marketing the High School ASVAB, please rate both the adequacy of that training AND its usefulness to you. A. N/A - No Training Received 0 - Not Marked 1 - Marked 72 - Not NPS Now 74 - No Training Received - No response . M - Implied Continuation Q57AA. Base Recruiter School Q57BA. My supervisor Q57CA. Recruiter Training Q57DA. My Service's Education Services Specialist Q57EA. MEPS Test Specialist (or MEPS ESS). Q57FA. Other training received B. Amount 0 - Less than Adequate 1 - Adequate 72 - Not NPS Now 74 - No Training Received - No response . N - Valid Skip	N/A	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
	Q57AB. Base Recruiter School Q57BB. My supervisor Q57CB. Recruiter Training Q57DB. My Service's Education Services Specialist Q57EB. MEPS Test Specialist (or MEPS ESS). Q57FB. Other training received <u>C. Usefulness</u> 0 - Not at all useful 1 - Somewhat useful 2 - Very useful 72 - Not NPS Now 74 - No Training Received . - No response .N - Valid Skip		
	Q57AC. Base Recruiter School Q57BC. My supervisor Q57CC. Recruiter Training Q57DC. My Service's Education Services Specialist Q57EC. MEPS Test Specialist (or MEPS ESS). Q57FC. Other training received		
N/A	Question 58 Did you receive training on interpreting the High School ASVAB scores? Variable: 1 - Yes 0 - No 72 - Not NPS Now . - No response .M - Implied Continuation	N/A	N/A
N/A	Question 59 Here are some possible sources of training in interpreting the High School ASVAB. If you did NOT receive training in interpreting from that source, mark N/A.	N/A	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
	<p>NO TRAINING RECEIVED for that particular source, if that source actually DID provide you with training in interpreting the High School ASVAB, please rate both the adequacy of that training AND its usefulness to you.</p> <p><u>A. N/A - No Training Received</u> 0 - Not Marked 1 - Marked 72 - Not NPS Now 74 - No Training Received . - No response M - Implied Continuation</p> <p>Q59AA. Base Recruiter School Q59BA. My supervisor Q59CA. Recruiter Training Q59DA. My Service's Education Services Specialist Q59EA. MEPS Test Specialist (or MEPS ESS). Q59FA. Other training received</p> <p><u>B. Amount</u> 0 - Less than Adequate 1 - Adequate 72 - Not NPS Now 74 - No Training Received . - No response N - Valid Skip</p> <p>Q59AB. Base Recruiter School Q59BB. My supervisor Q59CB. Recruiter Training Q59DB. My Service's Education Services Specialist Q59EB. MEPS Test Specialist (or MEPS ESS). Q59FB. Other training received</p> <p><u>C. Usefulness</u> 0 - Not at all useful</p>		

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
	<p>1 - Somewhat useful 2 - Very useful 72 - Not NPS Now 74 - No Training Received . - No response .N - Valid Skip</p> <p>Q59AC. Base Recruiter School Q59BC. My supervisor Q59CC. Recruiter Training Q59DC. My Service's Education Services Specialist Q59EC. MEPS Test Specialist (or MEPS ESS). Q59FC. Other training received</p>		
N/A	<p>Question 60 How often do you interpret ASVAB test scores for students?</p> <p>Variable:</p> <p>0 - None 1 - Not very often 2 - Fairly Often 3 - Often 72 - Not NPS Now . - No response</p>	N/A	N/A
N/A	<p>Question 61 To what extent do you agree or disagree with the following statements about the High School statements about the High School ASVAB?</p> <p>5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree 72 - Not NPS Now -1 - Not sure/Don't Know . - No response</p> <p>Q61A. The High School ASVAB is an</p>	N/A	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
	<p>effective recruiting tool for me.</p> <p>Q61B. If the High School ASVAB was discontinued my recruiting efforts would suffer.</p> <p>Q61C. The High School ASVAB is one of the most valuable recruiting lead sources.</p> <p>Q61D. The High School ASVAB makes my recruiting job easier.</p> <p>Q61E. Information about student eligibility in terms of AFQT or qualifying test scores is an important aspect of the High School ASVAB</p> <p>Q61F. Proctoring the High School ASVAB is a productive recruiting technique which allows me to gain student contact (face time).</p> <p>Q61G. The most useful aspect of the High School ASVAB is that it increases access to prospects</p> <p>Q61H. The most useful aspect of the High School ASVAB is that it provides qualifying test score information permitting a more focused recruiting effort.</p>		
N/A	<p>Question 70 Service/Reserve Component?</p> <p>Variable:</p> <p>9 - Army National Guard 6 - Army Reserve 1 - Active Army 2 - Active Navy 7 - Navy Reserve 4 - Marine Corps 10 - Air National Guard 8 - Air Force Reserve 3 - Active Air Force 5 - Coast Guard</p>	N/A	N/A
N/A	N/A	<p>Question 51 Do you feel Desert Shield/Desert Storm affected your recruiting efforts?</p>	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
N/A	N/A	Variable: 1 - Yes 0 - No -1 - Not Applicable . - No response Question 52 Compared to the rest of your time in recruiting, how would you say non-prior service recruiting was during: 1 - Very easy 2 - Easy 3 - Difficult 4 - Very difficult 5 - The most difficult I ever had . - No response .N - Valid Skip A. Desert Shield B. Desert Storm	N/A
N/A	N/A	Question 53 During which of the following time periods were your recruiting effort significantly affected? 1 - Selected 0 - Not Selected .N - Valid Skip A. During Desert Shield B. During Desert Storm C. Following Desert Storm to mid-summer D. Mid-summer to present	N/A
N/A	N/A	Question 54 Overall, how many qualified applicants do you think you <u>gained</u> because of: 1 - None 2 - 1 to 2 3 - 3 to 5	N/A

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
		4 - 6 to 10 5 - More than 10 . - No response .N - Valid Skip A. Desert Shield B. Desert Storm	
N/A	N/A	Question 55 Overall how many qualified applicants do you think you <u>lost</u> because of: 1 - None 2 - 1 to 2 3 - 3 to 5 4 - 6 to 10 5 - More than 10 . - No response .N - Valid Skip A. Desert Shield B. Desert Storm	N/A
N/A	N/A	Question 56 For those qualified applicants you lost because of Desert Shield/Desert Storm, what were the most important reasons you lost them? 1 - Selected 0 - Not Selected . - No response .N - Valid Skip A. Schools not cooperative B. Lack of community support C. Advice of family, teachers, or friends D. Fear of combat E. Wait and see attitudes F. Other, please specify	N/A
N/A	N/A	Question 57 In general how would you compare recruiting before Desert Shield to recruiting today?	

1996 Recruiter Survey	1994 Recruiter Survey	1991 Recruiter Survey	1989 Recruiter Survey
		Variable: 1 - Much easier 2 - Easier 3 - Neither easier nor more difficult 4 - More difficult 5 - Much more difficult . - No response .N - Valid skip .O - N/A (not recruiting before Desert Shield.	

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13. ABSTRACT (Maximum 200 words) The 1996 DoD Recruiter Survey was conducted in response to Congressional concern regarding the quality of life of recruiters and the ultimate success of the military accession mission. The 1996 survey covers many of the same topics as the previous surveys in 1989, 1991, and 1994. These topics include: recruiters' perceptions of the adequacy of their training and preparation of themselves and their families, the reasonableness of individual recruiting goals, the stresses associated with meeting those goals, the level of recruiter out-of-pocket expenses, and the frequency of improprieties that occur in recruiting. The purpose of the technical manual is to describe the sample design and the methodology of the 1996 survey. In the manual are found an explanation of response rates, the weighting methodology, the design effects, and the procedures for estimating standard errors and compiling the sampling frame.				
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